The UK Leadership Academy

LEADERSHIP STYLES

Leadership styles can be classified into two archetypes: autocratic and democratic. Douglas McGregor's work at MIT Sloan School of Management in the 1960's suggested that this stemmed from two opposing views of human nature, which he called Theory X and Theory Y. Depending on a leader's view, their leadership style would modify to reflect it. This tends to create a self-fulfilling expectation.

	Autocratic	**Democratic**
McGregor's theory of human motivation	Theory X	Theory Y
	People are inherently lazy; they dislike and avoid work. They need to be closely managed and require a proper hierarchy and reporting structure. They avoid responsibility and need incentives to get them to perform adequately. They cannot be trusted and are only out for themselves.	People are inherently trustworthy and have the capacity for self- motivation and control. They can be creative at solving work problems and enjoy their work when engaged. They are strongly motivated by job satisfaction. They will seek responsibility and self-determination and want to excel.
	Theory X leaders: • Rely on threat and coercion • Control and monitor closely • Seek to apportion blame • Punish failure • Prohibit challenges	Theory Y leaders: • Create a climate of trust • Develop their people • Communicate openly • Share decision making
Law	*Roman* – everything prohibited unless it is specifically allowed.	*Common* – everything allowed unless it is specifically prohibited.
ILM 72 *(Integrated Leadership Measure)*	1. Task orientation 2. Dogmatic - tells 3. Centralised - controls 4. Punishes failure 5. Focuses on the means 6. Structure – planned and organised	1. Person orientation 2. Flexible - involves 3. Decentralised - delegates 4. Rewards success 5. Focuses on the ends 6. Organic – allows intuition and spontaneity
Game	*Zero sum game* – I win; you lose, and even you lose; I win. "Play your cards close to your chest."	*Non-zero sum game* – the whole is greater than the sum of its parts. If we co-operate we all win.
Innovation	Creates a low-risk environment that stifles innovation and creativity.	Provides an open environment where experimentation and new ideas are encouraged, stimulating creativity and innovation.

In practice neither view is 100% correct, so leadership style needs to be adaptive and flexible, treating individuals according to their own behavioural preferences.

McGregor's theories are little used today as they have formed the basis of so many other concepts that have superseded them. One recent example is Integrated Leadership Measure (ILM) 72, that looks at six different preferences, as shown in the table.

It is also useful to look at the culture of organisations in terms of their operating principle: do they use Roman or Common law? Roman law organisations do not allow for any activity outside of the prescribed systems and procedures; any deviation will be punished, regardless of how positive the outcome might be: rules are there to be obeyed and not questioned.

Common law organisations on the other hand allow much greater freedom. People are free to achieve the objectives by any means possible, within certain guidelines such as ethical and moral codes, corporate values etc. This creates an atmosphere where individuals can use their initiative, encouraging creativity and innovation. These organisations are much more adaptive and can respond to market changes far quicker than those ruled by Roman law.

The overwhelming evidence is that in today's operating environment, organisations that lean towards a more democratic style will tend to encourage higher levels of individual and team development and innovation, leading to improved business performance and results.

Goleman's Six Leadership Styles

Of course things are never really quite so conveniently black and white! Daniel Goleman, the 'father' of Emotional Intelligence, proposed six leadership styles in his 2002 book *Primal Leadership*.

None of the six leadership styles are right or wrong – each may be appropriate depending on the specific context. Whilst one of the more empathetic styles is most likely to be needed to build long-term commitment, there will be occasions when a commanding style may need to be called upon, for example, when a rapid and decisive response is required.

In practice, each of the six styles has a place, and the object of leadership development is to give the leader the necessary versatility skills to choose the appropriate style for each situation and be able to switch between them whilst staying authentic and true to their values and principles.

The six styles Goleman identified as:

- Visionary
- Coaching
- Affiliative
- Democratic
- Pacesetting
- Commanding

GOLEMAN'S SIX LEADERSHIP STYLES

Style	Characteristics	Effect	Use	Impact
Visionary	Inspires Believes in own vision Spreads passion for vision Empathetic	Motivates team towards shared vision Gets team buy in	Transformational change Provides clear direction	+++
Coaching	Nurtures and empowers Encourages self discovery Treats people as individuals	Creates alignment between individual and team goals Gains individual commitment	Build individual capabilities Motivates individuals Addresses weaknesses Maximises potential	++
Affiliative	Diplomatic Encouraging Discourages conflict	Creates harmonious work environment Boosts team morale	Resolve conflict Promote trust Create team bond	+
Democratic	Team worker Collaborator Influencer Listener	Gets commitment through involving everyone	Whole team engagement Build consensus	+
Pacesetting	High achievement High standards Impatient & unsympathetic Self motivating	Achieves goals Drives team Risk of burnout and alienation.	Drive results Motivate around tasks	-- (if used poorly)
Commanding	Command and control Coercive and threatening Divide and rule	Clear direction No commitment to goals Destroys morale Discourages talent	In emergencies Overcoming inertia Performance management	-- (with some exceptions)