



# Leadership Styles

A review of the various leadership styles and their benefits, and their drawbacks...

# Manager vs. Leader

- Manager, a person who has control or direction of a team, *tells people what to do* to get a specific job done.
- Leader, a person of influence that is able to *motivate others* in the accomplishment of a common task or goal.

# Don't be a "Big Boss"

## **ARE YOU A LEADER OR A BOSS?**

The boss drives his men; the leader coaches them.

The boss depends upon authority; the leader upon good will.

The boss inspires fear; the leader inspires enthusiasm.

The boss says, "I"; the leader says, "We."

The boss assigns the tasks; the leader sets the pace.

The boss says, "Get here on time"; the leader gets there ahead of time.

The boss fixes the blame for the breakdown; the leader fixes the breakdown.

The boss knows how it is done; the leader shows how.

The boss makes work drudgery; the leader makes it a game.

The boss says, "Go"; the leader says, "Let's go."

The world needs leaders; but nobody wants a boss.

On which Side You're more Comfortable when You're in Charge?

## Management vs. Leadership

Controlling  
Playing Safe  
Rigid  
Autocratic  
*Doing things right*

Enabling  
Risking (Trying new ideas)  
Flexible  
Democratic  
*Doing right things*

# Different Leader Styles

The leadership styles we look at here are:

- Autocratic leadership (Big Boss)
- Bureaucratic leadership (Everything by the book)
- Charismatic leadership (One person focus)
- Democratic leadership (Shared Leadership)
- Laissez-faire leadership (Let's things happen)
- Servant leadership (Putting the team before yourself)

# Autocratic Leadership (Big Boss)

- Autocratic leadership is where a leader exerts high levels of power over the team members. People within the team are given few opportunities for making suggestions, even if these would be in the team's or organization's interest.
- Most people tend to resent being treated like this. Because of this, autocratic leadership usually leads to high levels of absenteeism and people quitting. Also, the team's output does not benefit from the creativity and experience of all team members, so many of the benefits of teamwork are lost.
- For some routine and unskilled jobs, however, this style can remain effective where the advantages of control outweigh the disadvantages.

# Bureaucratic Leadership

- Bureaucratic leaders work “by the book”, ensuring that their team follows procedures exactly. This is a very appropriate style for work involving serious safety risks (such as working with machinery, with toxic substances or at heights) or where large sums of money are involved.
- In other situations, the inflexibility and high levels of control can demoralize a team, and can diminish the team’s ability to adapt if their circumstances change.

# Charismatic Leadership

- A charismatic leadership style is a leader that injects huge doses of enthusiasm into his team, and is very energetic in getting a team to do their work.
- However, a charismatic leader can tend to overshadow other leaders, making it hard for others in leadership roles.
- In the eyes of their followers, success of the team is tied to the presence of the charismatic leader.

If the Charismatic Leader isn't always present, the team won't have direction and can fall apart.



# Democratic Leadership (Shared Leadership)

- Although a democratic leader will make the final decision, he invites other members of the team to contribute to the decision-making process. This not only increases job satisfaction by involving team members in what's going on, but it also helps to develop people's skills. Employees and team members feel in control of their own destiny, and so are motivated to work hard by more than just a financial reward.
- As participation takes time, this style can lead to things happening more slowly than an autocratic approach, but often the end result is better. It can be most suitable where team working is essential, and quality is more important than speed to market or productivity.

# Laissez-Faire Leadership

- This French phrase means “leave it be” and is used to describe a leader who leaves the team to do their own. It can be effective if the leader monitors what is being achieved and communicates this back to his or her team regularly.
- Most often, laissez-faire leadership works for teams in which the individuals are very experienced and skilled self-starters.
- Unfortunately, it can also create situations where managers do not exerting sufficient control.

# Servant Leadership

- This term describes a leader who simply leads by virtue of meeting the needs of his or her team, or “serves to lead.”
- In many ways, servant leadership is a form of democratic leadership, as the whole team tends to be involved in decision-making.
- The Servant Leadership model is a way of leading people, whereby you put their needs ahead of your own. By serving people, helping them to learn and grow, you create a more solid team.

*“If your actions inspire others to dream more, learn more, do more and become more, then you are a leader.” - John Quincy Adams*

# Servant Leadership

In approximately 600 B.C., the Chinese sage Lao Tzu wrote *The Tao Te Ching*, a strategic treatise on servant leadership:

The greatest leader forgets himself  
And attends to the development of others.  
Good leaders support excellent workers.  
Great leaders support the bottom ten percent of workers.  
Great leaders know that  
The diamond in the rough  
Is always found "in the rough."

# *What do Servant Leaders do?*

- Devote themselves to serving the needs of team
- Focus on meeting the needs of those they lead
- Develop teams to bring out the best in them
- Coach others and encourage their self expression
- Facilitate personal growth in all who work with them
- Listens and build a sense of community

## Using the Right Style (Situational Leadership)

There is no one “right” way to lead or manage that works in all situations. To choose the most effective approach for you, you must consider:

- The skill levels and experience of the members of your team.
- The work involved (something routine, new and creative, or potentially dangerous).
- You own preferred or natural style.

The preferred method of Leadership style in scouting is  
Servant Leadership

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