

# **Group Leadership**

## **Group:**

“A collection of individuals who have regular contact and frequent interaction, mutual influence, common feeling of camaraderie, and who work together to achieve a common set of goals”

## **Group Leadership:**

“A process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task”

Or

“A simple definition is that leadership is the art of motivating a group of people to act towards achieving a common goal”

## **Leadership Styles:**

A leadership style is a leader’s style of providing direction, implementing plans, and motivating people. There are many different leadership styles that can be exhibited by leaders in the political, business or other fields.

Most common Leadership Types are:

- Autocratic leadership
- Paternalistic leadership
- Bureaucratic leadership
- Charismatic leadership
- Democratic leadership or participative leadership
- Laissez-faire leadership
- People-oriented leadership or relations-oriented leadership
- Servant leadership
- Task-oriented leadership
- Transactional leadership
- Transformational leadership
- Narcissistic leadership
- Exchange leadership
- Coaching Leadership

## **Autocratic Leadership**

The Autocratic leadership style or authoritarian leader keeps strict, close control over followers by keeping close regulation of policies and procedures given to followers. To keep main emphasis on the distinction of the authoritarian leader and their followers, these types of leaders make sure to only create a distinct professional relationship. Direct supervision is what they believe to be key in maintaining a successful environment and follower ship. In fear of followers being unproductive authoritarian leaders keep close supervision and feel this is necessary in order for anything to be done.

Examples of authoritarian communicative behavior: a police officer directing traffic, a teacher ordering a student to do his or her assignment, and a supervisor instructing a subordinate to clean a workstation. All of these positions require a distinct set of characteristics that give the leader the position to get things in order or get a point across. Authoritarian Traits: sets goals individually, engages primarily in one-way and downward communication, controls discussion with followers, and donates interaction.

## **Paternalistic Leadership:**

The way a Paternalistic leader works is by acting as a father figure by taking care of their subordinates as a parent would. In this style of leadership the leader supplies complete concern for his followers or workers. In return he receives the complete trust and loyalty of his people. Workers under this style of leader are expected to become totally committed to what the leader believes and will not strive off and work independently. The relationship between these co-workers and leader are extremely solid. The workers are expected to stay with a company for a longer period of time because of the loyalty and trust. Not only do they treat each other like family inside the work force, but outside too. These workers are able to go to each other with any problems they have regarding something because they believe in what they say is going to truly help them.

## **Bureaucratic Leadership:**

Bureaucratic leaders “work by the book” ensuring that their staff follow 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 (such as cash-handling). In other situations, the inflexibility and high levels of control exerted can demoralize staff, and can diminish the organizations ability to react to changing external circumstances.

## **Charismatic Leadership:**

A charismatic leadership style can appear similar to a transformational leadership style, in that the leader injects huge doses of enthusiasm into his or her team, and is very energetic in driving others forward.

However, a charismatic leader can tend to believe more in him or her-self than in their team. This can create a risk that a project, or even an entire organization, might collapse if the leader were to leave: In the eyes of their followers, success is tied up with the presence of the charismatic leader. As such, charismatic leadership carries great responsibility, and needs long-term commitment from the leader.

### **Democratic Leadership:**

The democratic leadership style consists of the leader sharing the decision-making abilities with group members by promoting the interests of the group-members and by practicing social equality.

This style of leadership encompasses discussion, debate and sharing of ideas and encouragement of people to feel good about their involvement. The boundaries of democratic participation tend to be circumscribed by the organization or the group needs and the instrumental value of people's attributes (skills, attitudes, etc.). The democratic style encompasses the notion that everyone, by virtue of their human status, should play a part in the group's decisions. However, the democratic style demands the leader to make decisions so who should be called upon within the group and who is given the right to participate in, make and vote on decisions.

Research has found that this leadership style is one of the most effective and creates higher productivity, better contributions from group members and increased group morale. Democratic leadership can lead to better ideas and more creative solutions to problems because group members are encouraged to share their thought and ideas. While democratic leadership is one of the most effective leadership styles, it does have some potential downsides. In situations where roles are unclear or time is of the essence, democratic leadership can lead to communication failures and uncompleted projects. Democratic leadership works best in situations where group members are skilled and eager to share their knowledge. It is also important to have plenty of time to allow people to contribute, develop a plan and then vote on the best course of action.

### **Laissez-faire Leadership:**

This French phrase means "let them do" the laissez-faire leadership style is where all the rights and power to make decisions is fully given to the worker. This was first described by Lewin, Lippitt, and White in 1938, along with the autocratic leadership and the democratic leadership styles. The laissez-faire style is sometimes described as a "hands off" leadership style because the leader delegates the tasks to their followers while providing little or no direction to the followers. If the leader withdraws too much from their followers it can sometimes result in a lack of productivity, cohesiveness, and satisfaction.

Laissez-faire leaders allow followers to have complete freedom to make decisions concerning the completion of their work. It allows followers a high degree of autonomy and

self-rule, while at the same time offering guidance and support when requested. The laissez-faire leader using guided freedom provides the followers with all materials necessary to accomplish their goals, but does not directly participate in decision making unless the followers request their assistance.

This is an effective style to use when:

- Followers are highly skilled, experienced, and educated.
- Followers have pride in their work and the drive to do it successfully on their own.
- Outside experts, such as staff specialists or consultants are being used.
- Followers are trustworthy and experienced.

This style should NOT be used when:

- Followers feel insecure at the unavailability of a leader.
- The leader cannot or will not provide regular feedback to their followers.

### **People-Oriented Leadership:**

This style of leadership is the opposite of task-oriented leadership: the leader is totally focused on organizing, supporting and developing the people in the leader's team. A participative style, it tends to lead to good teamwork and creative collaboration. However, taken to extremes, it can lead to failure to achieve the team's goals. In practice, most leaders use both task-oriented and people-oriented styles of leadership.

### **Servant Leadership:**

This term, coined by Robert Greenleaf in 1970s, describes describe a leader who is often not formally recognized assuch. When someone at any level within an organization, leads simply by virtue of meeting the needs of his or her team. He or she is described as a "servant leader". In many ways servant leadership is a form, as the whole team tends to be involved in decision making Servant leadership

Supporters of the servant leadership model suggested it is an important way ahead in a world where values are increasingly important, in which servant leaders achieve power on the basis of their values and ideals. Others believe that in competitive leadership situations, people practicing servant leadership will often find themselves left behind by leaders using other leadership styles.

### **Task-Oriented Leadership:**

A highly task-Oriented leader focuses only on getting the job done, and can be quite autocratic. He or she will actively define the work and the roles required, put structure in place, plan, organize and monitor.However, as task oriented leaders spare little thought for the well-being of their terms, this approach can suffer many of the flaws of autocratic

leadership, with difficulties in motivating and retaining staff. Task oriented leaders form benefit from an understanding of the Blake-Mouton Managerial Grid, which can help them identify specific areas for development that will help them involve people more

### **Transactional leadership:**

The transactional style of leadership was first described by Max Weber in 1947 and then later described by Bernard Bass in 1981. This style of leadership starts with the premise that team members agree to obey their leader totally when they take a job on: The transaction is (usually) that the organization pays the team members, in return for their effort and compliance. As such, the leader has the right to punish team members if their work doesn't meet the pre-determined standard.

Team members can do little to improve their job satisfaction under transactional leadership. The leader could give team members some control of their income / reward by using incentives that encourage even higher standards or greater productivity. Automatically a transactional leader could practice "management by exception", whereby, rather than rewarding better work, he or she would take corrective action if the required standards were not met.

Transactional leadership is really just a way of managing rather than a true leadership style, as the focus is on short-term tasks. It has serious limitations for knowledge-based or creative work, but remains a common style in many organizations.

### **Transformational leadership:**

A transformational leader is a type of person in which the leader is not limited by his or her followers' perception. The main objective is to work to change or transform his or her followers' needs and redirect their thinking. Leaders that follow the transformation style of leading, challenge and inspire their followers with the sense of purpose and excitement. They also create the vision of what they aspire to be, and communicate this idea to others (their followers). According to Schultz, there are three identified characteristics of a transformational leader:

- Charismatic leadership has a broad knowledge of the field, has a self-promoting personality, high/great energy level, and is willing to take risk and use irregular strategies in order to stimulate their followers to think independently
- Individualized consideration
- Intellectual stimulation

### **Narcissistic leadership:**

Narcissistic leadership is a leadership style in which the leader is only interested in him/herself. Their priority is themselves, at the expense of the people /group members. These leaders exhibit the characteristics of narcissism: arrogance, dominance, hostility. It is a sufficiently common leadership style that it has acquired its own name. The narcissism may range from anywhere between healthy and destructive.

### **Exchange leadership:**

Sometimes known as leader-member exchange, the style involves the exchange of favors between two individuals. An exchange can be hierarchical between the boss and subordinate or occur between two individuals of equal status. For this leadership style to work, you need to know how to develop, maintain and repair relationships.

### **Coaching:**

Managers using a coaching style see themselves as developing their employees and have high standards of performance. They delegate authority and allow followers flexibility in setting goals and completing tasks. They provide strong support when needed.