Leadership

Leadership Philosophy
Theory X vs. Theory Y

Leadership Styles

References

Success vision
management leadership, process

Team

Planning

Trust capability

Leadership Philosophy & Styles

Survey

Time!!

Leadership Philosophy & Styles
Presented by Karolina Goldberg
INTO NA Academic Conference
West Virginia, June, 2018
AGENDA

- Leadership Philosophy
- Group Activity
- Leadership Styles
- Survey
- Conclusion
LEADERSHIP PHILOSOPHY

THEORY X VS. THEORY Y
PHILOSOPHY OF LEADERSHIP

- Do you think people like to work or do you think people find work unpleasant?

- Your philosophy of leadership comes from your beliefs and attitudes about the nature of people and the nature of work.
Douglas McGregor (1960) - Managers need to understand the core assumptions about human nature and assess how these assumptions relate to their managerial practice.
Theory X

#1 The average person dislikes work and will avoid it if possible

#2 People need to be directed and controlled

#3 People want security, not responsibility
Theory Y

#1 The average person does not inherently dislike work. Doing work is as natural as play.

#2 People will show responsibility and self-control toward goals to which they are committed.

#3 In the proper environment, people learn to accept and seek responsibility.
LEADERSHIP STYLES
AUTHORITARIAN
AUTHORITARIAN LEADERSHIP STYLE

• Need to control subordinates and what they do
• Emphasize that they are in charge, exerting influence over group members
• Determine tasks and procedures for group members, but remain aloof from participating in group discussions
• Do not encourage communication among group members, they prefer that communication be directed to them
• When evaluating others, they give praise and criticism freely, but it is based on their own standards.
OUTCOMES

Positive Side:
- Efficient, productive
- They give direction and clarity to people’s work
- Subordinates accomplish more in a shorter period of time
- Useful in establishing goals and work standards

Negative Side:
- Fosters dependence, submission, and loss of individuality
- Creativity may be hindered
- Subordinates may lose interest in what they are doing
- Can create discontent, hostility, and even aggression
DEMOCRATIC
DEMOCRATIC LEADERSHIP STYLE

- Treat subordinates as fully capable of doing work on their own
- Rather than controlling, they work with their subordinates
- Try hard to treat everyone fairly, without putting themselves above subordinates
- See themselves as guides rather than as directors
- Give suggestions to others, but not with an intention of changing them
- Help each subordinate to reach their personal goals - it is important to them
- Do not use "top-down" communication, instead they speak on the same level as their subordinates
- Listen to subordinates in supportive ways and assist them in becoming self-directed
- Promote communication between group members
- Provide suggestions, guidance without giving orders and without applying pressure
- Give objective praise and criticism
OUTCOMES

- Results in greater group member satisfaction, commitment, and cohesiveness
- More friendliness, mutual praise, and group mindfulness
- Subordinates tend to get along with each other and willingly participate in projects
- More “we” statements and fewer “I” statements
- Results in stronger worker motivation and greater creativity
- Higher participation

Downside:

- Takes more time and commitment from the leader
- Work is accomplished, but not as efficiently as with an authoritarian leader.
Laissez-faire
Laissez-Faire

- AKA - Non-leadership - "Hands off", "let it ride"
- Do not try to control their subordinates
- Do not try to nurture and guide subordinates
- Ignore workers and their motivations
- Are nominal leaders that engage in minimal influence
- Recognize subordinates, but are very laid back and make no attempt to influence their activities
- Make no attempt to appraise or regulate the progress of subordinates

Outcomes
OUTCOMES

- Very little is accomplished
- Due to lack of direction and loss to know what to do, subordinates tend to do nothing.
- Giving complete freedom results in an atmosphere that most subordinates find chaotic
- Without a sense of purpose and direction, group members have difficulty finding meaning to their work
- They become unmotivated and disheartened
- Productivity goes down

Positive outcomes:
- In some situations people will thrive on freedom
SURVEY TIME!!
<table>
<thead>
<tr>
<th>Statements</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Employees need to be supervised closely, or they are not likely to do their work.</td>
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<td>2. Employees want to be a part of the decision-making process.</td>
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<td>3. In complex situations, leaders should let subordinates work problems out on their own.</td>
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<td>4. It is fair to say that most employees in the general population are lazy</td>
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<td>5. Providing guidance without pressure is the key to being a good leader.</td>
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<td>6. Leadership requires staying out of the way of subordinates as they do their work.</td>
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<td>7. As a rule, employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.</td>
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<td>8. Most workers prefer supportive communication from their leaders.</td>
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<td>9. As a rule, leaders should allow subordinates to appraise their own work.</td>
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<td>10. Most employees feel insecure about their work and need direction.</td>
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<td>11. Leaders need to help subordinates accept responsibility for completing their work.</td>
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<td>12. Leaders should give subordinates complete freedom to solve problems on their own.</td>
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<td>13. The leader is the chief judge of the achievements of the members of the group.</td>
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<td>14. It is the leader’s job to help subordinates find their “passion.”</td>
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<td>15. In most situations, workers prefer little input from the leader.</td>
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<td>16. Effective leaders give orders and clarify procedures.</td>
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<td>17. People are basically competent and if given a task will do a good job.</td>
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<td>18. In general, it is best to leave subordinates alone.</td>
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REFERENCES


