

A publication of
Winning Ways
Developing Goals, Focus and Leaders

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Joan launched Winning Ways, Inc. in 2001 after owning her own business since 1987. Winning Ways works with clients on strategic planning, executive coaching, professional development in sales, leadership and communication. We know that setting the right goals and achieving them will get you to the place you need and want to be! Creating the successful environment for you to reach your potential is what we bring to our clients. Combining a great attitude with the right skills and developed goals will create the success you have only dreamed about! Joan's expertise is in helping you find the solution to your business challenges.

This copy of Winning Ways is a gift for you from Winning Ways, Inc. We provide an environment that creates focus, momentum and success for long term changes in your personal and professional life through our strategic planning, executive coaching and professional development in sales and leadership. We help you achieve the results you and your business want! We are committed to helping you achieve your goals.

Leadership Styles

A publication by joanfletcher Winningways, Inc.

Successful leadership can look very different depending on the situational context. Experts agree that there are multiple leadership styles, with success dependent on the leader's personality, the organizational culture, characteristics of the followers, and other factors.

Sources define leadership styles in different ways, some delineating up to fourteen distinct styles. However, a research study completed in 1939 established three main leadership styles that are valid even in the business world of today—authoritarian, participative, and delegative leadership.

Authoritarian Leadership

Authoritarian leaders give clear expectations for what needs to be done, when it should be done, and how it should be done. In this style of leadership, there is also a clear division between the leader and the followers. Authoritarian leaders make decisions independently with little or no input from the rest of the group. Abuse of this style is usually viewed as controlling, bossy, and dictatorial. Authoritarian leadership is best applied to situations where there is little time for group decision-making or where the leader is the most knowledgeable member of the group.

Participative Leadership

The research study found that participative (democratic) leadership is often the most effective leadership style. Participative leaders offer guidance to group members, but they also participate in the group and allow input from other group members. Participative leaders

encourage group members to participate, but retain the final say over the decision-making process. Group members feel engaged in the process and are more motivated and creative.

Delegative (Laissez-Faire)

Delegative leaders offer little or no guidance to group members and leave decision-making up to group members. While this style can be effective in situations where group members are highly qualified in an area of expertise, it often leads to poorly defined roles and a lack of motivation. Researchers found that groups led by delegative leads were the least productive of all three groups. The members of this group made many demands on the leader, showed little cooperation, and were unable to work independently.

Styles of Leadership



Having understood the three main styles of leadership, ask yourself the following questions:

In your organization, what type of leadership is predominant? What type of leader are you? Is your organization's style and your style the most appropriate given situational factors or would another style result in higher productivity and job satisfaction?