

## LEADERSHIP STYLES IN ORGANIZATION

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**Abstract:** The paper describes different leadership styles. The definition of leadership is given and differences between leadership and management are examined.

**Key words:** leadership, leadership styles, organization, leader, employee, management, mistakes

Leadership has been described as «a process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task», although there are alternative definitions of leadership. For example, some understand a leader simply as somebody whom people follow or as somebody who guides or directs others, while others define leadership as organizing a group of people to achieve a common goal. (Leadership [сайт]. URL <http://en.wikipedia.org/wiki/Leadership>).

Business writers, speakers and consultant have thoroughly analyzed the difference between leaders and managers. Many of these comparisons present leaders as more creative and valuable to an organization than managers. However, thinking about leaders and managers in such a categorical way doesn't serve us well. There are organizations with too many leaders that failed from their inability to manage and implement day-to-day business issues. And there are companies with excellent managers that fail because they did not innovate, motivate change nor keep their eye on the strategic threats. An organization needs both management and leadership. Managing is a subset of leadership. A good leader must both lead and manage well.

So, just what is a difference between leading and managing? Managers manage things, but lead people. They manage financial ratios, inventory, process flow, cash, information system and leadership development. At the same time they lead people, their perceptions, mindset, and motivation. Most executives are bright managers and businessmen. Many are very skilled in managing the administrative and operational aspects of their businesses.

There are often situations when a manager or supervisor is suddenly promoted to a position of directional leadership. The transition from manager to leader is difficult one, as is the attempt to train and develop leaders. Why? Because business community knows little about leadership and the technology of leading. (Агабекян, 2010).

A leadership style is a leader's style of providing direction, implementing plans, and motivating people. It is the result of the philosophy, personality, and experience of the leader.

Different situations call for different leadership styles. In an emergency when there is little time to converge on an agreement and where a designated authority has significantly more experience or expertise than the rest of the team, an autocratic leadership style may be most effective; however, in a highly motivated and aligned team with a homogeneous level of expertise, a more democratic or laissez-faire style may be more effective. The style adopted should be the one that most effectively achieves the objectives of the group while balancing the interests of its individual members.

### Engaging style.

Dr. Stephen L. Cohen, the Senior Vice President for Right Management's Leadership Development Center of Excellence, has in his article Four Key Leadership Practices for Leading in Tough Times has mentioned engagement as the fourth key practice. He writes, «These initiatives do for the organization is engage both leaders and employees in understanding the existing conditions and how they can collectively assist in addressing them. Reaching out to employees during difficult times to better understand their concerns and interests by openly and honestly conveying the impact of the

downturn on them and their organizations can provide a solid foundation for not only engaging them but retaining them when things do turn around».

Autocratic or authoritarian style.

Under the autocratic leadership style, all decision-making powers are centralized in the leader, as with dictators.

Leaders do not entertain any suggestions or initiatives from subordinates. The autocratic management has been successful as it provides strong motivation to the manager. It permits quick decision-making, as only one person decides for the whole group and keeps each decision to him/herself until he/she feels it needs to be shared with the rest of the group.

Participative or democratic style.

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 has also been called shared leadership.

Laissez-faire or free-rein style.

A person may be in a leadership position without providing leadership, leaving the group to fend for itself. Subordinates are given a free hand in deciding their own policies and methods. The subordinates are motivated to be creative and innovative.

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 their people/group members. This leader exhibits the characteristics of a narcissist: arrogance, dominance and hostility. It is a common leadership style.

Toxic leadership.

A toxic leader is someone who has responsibility over a group of people or an organization, and who abuses the leader-follower relationship by leaving the group or organization in a worse-off condition than when he/she joined it.

Task-oriented and relationship-oriented leadership.

Task-oriented leadership is a style in which the leader is focused on the tasks that need to be performed in order to meet a certain production goal. Task-oriented leaders are generally more concerned with producing a step-by-step solution for given problem or goal, strictly making sure these deadlines are met, results and reaching target outcomes.

There are different leadership styles, but one is chosen according to the leader's goals. To my mind, the most effective one is democratic style, because this leadership style means facilitating the conversation, encouraging people to share their ideas, and then synthesizing all the available information into the best possible decision. The democratic leadership style is a very open and collegial style of running a team. Ideas move freely amongst the group and are discussed openly.

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