
6.1 TYPES AND STYLES OF LEADERSHIP

Structure

- 6.1 Introduction
- 6.2 Objectives
- 6.3 Defining Leadership Styles
- 6.4 Leadership Qualities and Characteristics
- 6.5 Leadership Types
- 6.6 Styles of Leadership
- 6.7 Gender and Leadership Styles
- 6.8 Choosing the Best Style
- 6.9 Summing Up
- 6.10 Glossary
- 6.11 Answers to check your progress exercises
- 6.12 References
- 6.13 Questions for reflection and practice

6.1 INTRODUCTION

In the previous unit, you were given insights on the various theories of leadership and its context in gender too. The traditional theories such as traits theory, behavioural theory, contingency theory etc. and the contemporary theories like transactional and transformational theories offered different dimensions to the study of leadership. In this unit, you will learn more about the types and styles of leadership. There is quite a close linkage between the theories of leadership and the styles and types of leadership. The types and styles of leadership discussed here, derives inputs from one or more theories described in the previous unit. To put it in simple terms, types and styles of leadership is the application part of leadership theories, which has been the essence of this unit. Further, the unit also throws light on the gendered context of leadership styles.

6.2 OBJECTIVES

After studying this Unit, you would be able to

- define leadership styles;
- discuss leadership qualities and characteristic;
- explain leadership types; and
- examine the styles of leadership.

6.3 DEFINING LEADERSHIP STYLES

Leadership style is the pattern of behaviour that a leader exhibits, in influencing his/her subordinates towards the goals of an organization. Leadership style change from group to group and also from situation to situation. When a group lacks the sense of direction or purpose, directive style can be adopted by a leader, and when groups are clear of the organizational goals and objectives and perform well, non-directive styles can be adopted by a leader.

The study of leadership style has been in vogue right from 1930s, when researches were conducted on the leadership theories. When the traits and behaviours of leaders were explored, the classification that was arrived at was 'task oriented' and 'employee oriented' leaders. Such classification further was expanded by the scholars in later years, which got extended as different styles of leadership. In this unit, effort has been made to explore the different types and styles of leadership. But before we get into the leadership styles that exist, it is critical to understand the factors that influence the leadership styles.

Factors influencing Leadership Style

The behavioural pattern, exhibited by a leader is influenced by various factors. Some of the factors that influence the leadership styles are as follows (D'Souza, 1987):

- (i) *Personality of the Leader:* The very personality of the leader has its impact on the style of leadership that he/she adopts. The value system that a leader follows influences him/her in adopting a certain style. The leadership style also gets influenced by the amount of trust that a leader has on his/her employees. The inclination that a leader has towards a directive style or team-building style also influences the leadership style. Further, the personality displayed by a leader in uncertain situations also decides the style of leadership to be adopted by him/her.



- (ii) *Personality of Group Members:* The kind of personality exhibited by the followers in an organization, also help in deciding the style to be adopted. For instance, if employees in an organization prefer high need for independence, show readiness to assume responsibility, display interest in problem solving and decision making, then leaders permit greater freedom.
- (iii) *Nature of Task:* The nature of task performed in an organization, plays a greater role in determining the leadership style. If the nature of task to be performed in an organization is quite critical and the time is too short in taking decisions, autocratic styles may be used by leaders, whereas in handling simple task with no pressures of time, the leader might adopt a participative style.

- (iv) *Nature of the Environment:* The structure of the organization may determine the kind of leadership to be adopted. For instance some organizations may put a heavy emphasis on the leader's abilities to work effectively with people. At other times, the social, economic and political pressures that an organization faces prompt certain style of leadership to be followed.

A successful leader is sensitive to the influences in various situations and they are in a position to determine the right style of leadership to be followed in handling various situations.

6.4 LEADERSHIP QUALITIES AND CHARACTERISTICS

The basic qualities that a leader should possess, in influencing her/his people towards organizational goals, acts as a benchmark in accepting her/his leadership and conferring leadership upon a leader. In general, a leader needs to exhibit qualities or behaviour that followers find credible, useful and appropriate. Some of the scholars, in fact enumerate a list of leadership qualities. According to Chester Barnard, six qualities are essential for a leader and such qualities, as per his order of importance include (Fadia & Fadia, 2006):

- Vitality and Endurance
- Decisiveness
- Persuasiveness
- Stability in Behaviour
- Intellectual Ability; and
- Knowledge

The leadership qualities as suggested by Millet include:

- Good health
- Sense of mission
- Interest in other people
- Intelligence
- Integrity
- Persuasiveness
- Judgement
- Loyalty

Terry's list of leadership qualities includes (Fadia & Fadia, 2006):

- Energy
- Emotional stability
- Knowledge of human relations
- Empathy
- Objectivity
- Personal motivation
- Communicative skills
- Teaching ability
- Social skill; and
- Technical Competence

In crux, a leader must display ‘proper behaviour’, be considerate and human-hearted, respect the face and dignity of the subordinates and lead through moral character. When such qualities are displayed by leaders, with the combination of the needed styles of leadership, a leader is said to play an effective role.

Check Your Progress Exercise 1

Note: i) Use this space given below to answer the question.

ii) Compare your answer with the one given at the end of this Unit.

1. What are the Leadership Qualities proposed by Millet?

6.5 LEADERSHIP TYPES

The leadership typology has been classified into various ways, based on the nature displayed by the leaders in influencing the followers. The types of leadership that has been discussed here include feudal, paternal, dictatorial, participatory, developmental, bureaucratic, manipulative, expert type and charismatic type of leadership, which are as follows (Fadia & Fadia, 2006; Sahni & Vayunandan, 2010):

1. **Feudal Type:** In the feudal type of leadership, the relationship that exists between a leader and follower is that of a lord and his subject. Under this type, the employee of the

organization is considered as an essential part of the organization and is given compensation by the leader for performing his/her immediate task.

2. **Paternal Type:** In this type of leadership, the leader's relationship with the employee is that of a father and son. Hence, the leadership as per this typology is called as 'paternal' and the employees of the organization are seen as family members. This type of leadership is quite popular in Japan, mainly due to their cultural environment.
3. **Dictatorial Type:** When a leader adopts a style, where he/she dictates terms to the employees and demands obedience of the employees in carrying out the orders, the typology is called as 'dictatorial'. That is, in this typology, the leader gives out orders and expects the subordinates to carry out the orders rigidly and the employees of the organisation, has completely no role in decision making. However, dictatorship is redundant in the present time and people express their resentment by way of massive resistance, low morale and low productivity.
4. **Participatory Type:** In this typology, the leader tends to adopt a flexible approach, wherein the employees of the organisation are allowed to participate in decision making process and the leader rather than passing out orders, just shares his/her vision and ideas to the employees and the decisions are arrived at by having a group discussion. The leader of this kind believes in upbringing of team spirit and cordial atmosphere in the organisation.
5. **Developmental Type:** Under this typology, the leader feels that it is his/her duty to develop people. The leader considers his/her subordinates to have vast potentialities for improvement and thus the focus of this leader is laid on promoting the subordinates to highest performances.
6. **Bureaucratic Type:** Under this type of leadership, a leader is bound by strict rules and regulations and they expect their employees to follow the procedures in a prompt manner. Bureaucratic style of leadership may be suitable for a routine organisation, where the tasks undertaken by the leader and the employees are routine in nature. Bureaucratic leaders may not be suitable for flexible and large organisations, where the nature of work is quite complex. As per this typology, rules and procedures, decide the way of functioning of employees and no initiation or participation is permitted.

7. **Manipulative Type:** According to this typology, the leader manipulates the employees of the organization so as to attain his own personal goals. However, this kind of leadership attitude cannot be exhibited for a long time, as people cannot be exploited on a sustainable basis. Thus, once the employees become aware of such manipulations, resentment sets-in in the organization.
8. **Expert Type:** Expert type of leadership is an emerging style of leadership, which evolved as a result of the growing complexities in organizations. The basis for expert leadership is the individual leader's knowledge and ability and he/she assumes the role of a leader regardless of his/her age, sex, physical or other attributes.
9. **Charismatic Type:** The term 'charisma' is primarily associated with Max Weber, who states that, "charisma is applied to a certain quality of an individual personality by virtue of which he/she is set apart from ordinary men and treated as endowed with supernatural, superhuman, exceptional powers or qualities". Charismatic leaders are regarded as of divine origin and the recognition of the followers depends upon the demonstration of constant proof, which in turn, augments follower devotion and enthusiasm. Charismatic leaders are further classified into 5 types, viz. socialized, personalized, office-holder, personal and divine charismatic, which are as follows (Dubrin, 2001):
- (i) *Socialized Charismatics:* A socialized charismatic is a leader who uses power only for the benefit of others, rather than using it for private gains. The socialized charismatic formulates and pursues goals that fulfill the needs of group members and provide intellectual stimulation to them. Followers of socialized charismatics are autonomous, empowered and responsible;
 - (ii) *Personalized Charismatics:* Personalized charismatics are leaders who use the powers to a certain extent for personal gains, to serve their own interests. Such leaders impose self-serving goals and they offer support to group members only when it facilitates their own goals. Followers of this type of leader are typically obedient, submissive and dependent;
 - (iii) *Office-holder Charismatics:* For this type of leader, charismatic leadership is more about the office occupied by him/her rather than his/her personal characteristics. By being a holder of key position, the leaders attain high status;

- (iv) *Personal Charismatics*: A leader with this quality, often gain very high esteem through the extent to which others have faith in them as people. Irrespective of the high or low status held by this leader, the personal charismatics are able to influence the followers, through their right traits, behaviours and characteristics;
- (v) *Divine Charismatics*: A historically important type of charismatic leader is that of the divine charismatic. Such leaders tend to have divine grace and they are considered as magnetic saviour, who would arise to lead people through a crisis.

6.6 STYLES OF LEADERSHIP

The literature on leadership styles has been growing in number and different styles of leadership are highlighted by different studies. However, it has to be understood that a single style of leadership cannot suit different situations. As and when the need arises, based on the situation and needs of the employee and organization, a leader can combine one or more styles of leadership in influencing people towards the goals of the organization. Thus, choosing the right style, in the right situation, at the right time is the key to the success of a leader. Some of the leadership styles discussed here is based on the inputs derived from the theories of leadership, as shown in table 6.1. Not all styles mentioned in the table are discussed and only the common styles of leadership that have gained wide popularity has been dealt with in this section.

The Leadership studies conducted by Kurt Lewin and his associates in Iowa University, - identified three different styles of leadership, viz. autocratic, democratic and laissez-faire style of leadership, which are as follows:

- (i) *Autocratic Style*: The autocratic style of leadership is also known as authoritative style or directive style of leadership, in which the autocratic leader retains most of the authority for himself/herself. An autocratic leader gives orders to his/her subordinates and expects that subordinates should give complete obedience to the orders issued. In this type, the decisions are taken by the leader without consulting others.
- (ii) *Democratic Style*: This style of leadership is also known as participative style of leadership, which can be further categorized as consensus, consultative and democratic. In this style, the subordinates are involved in decision making. A consultative leader, take the opinion of the employees, before making a decision and a consensus leader, make a decision only after consulting the group members. A

decision is not made final, until all the members agree with the decisions. In the democratic style, the final authority of making decisions rests with the subordinates.

- (iii) *Laissez-Faire Style*: The Laissez-Faire leadership is also known as free-reign leadership, where the decision making power is completely left with the subordinates. In this style, the leader's involvement in making decision is minimized and the people are allowed to make their own decisions. The group members are given complete freedom in setting their own goals and achieving them, which give them complete autonomy. Employees under this leader, tend to become self-sufficient and guidance is not offered by leaders unless requested.

Table 4.1: Leadership Theories/Studies and the corresponding Leadership Styles

S.No	Leadership Studies	Leadership Styles
1.	Iowa University Study of Leadership, Kurt Lewin & associates	<ul style="list-style-type: none"> • Authoritarian • Democratic • Laissez-Faire
2.	Four Systems of Management Leadership, Rensis Likert	<ul style="list-style-type: none"> • Exploitative • Authoritative • Consultative • Participative
3.	Managerial Grid Theory of Leadership, Robert Blake & Jane Mouton	<ul style="list-style-type: none"> • Impoverished • Country Club • Task • Middle of the Road • Team
4.	Leadership Continuum Theory, Robert Tannenbaum & Warren Schmidt	<ul style="list-style-type: none"> • Boss-Centred Leadership • Employee-Centred Leadership
5.	Path-Goal Theory of Leadership, Martin Evans and Robert House	<ul style="list-style-type: none"> • Directive • Supportive • Participative • Achievement-oriented
6.	Three Dimensional Model of Leadership Effectiveness, William Reddin	<ul style="list-style-type: none"> • Executive • Developer • Benevolent Autocratic • Bureaucratic • Compromiser • Missionary • Autocrat • Deserter
7.	Leader-Participation model, Victor Vroom & Phillip Yetton	<ul style="list-style-type: none"> • A I – Authoritarian • A II – Authoritarian • C I – Consultative • C II – Consultative • G II – Participative
8.	Situational Approach to Leadership, Paul Hersey	<ul style="list-style-type: none"> • Telling

* Kenneth Blanchard	<ul style="list-style-type: none"> • Selling • Participating • Delegating
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In 1961, Rensis Likert, in his 'Four Systems of Management Leadership', identified four styles of leadership, viz. exploitative authoritative, benevolent authoritative, consultative and participative, which are as follows:

- (i) *Exploitative Authoritative*: In this style, rather than engaging people in decision making, the leader gives directions to people. The leader shows low concern for the people, but places high concern for the task and adopts threats and fear-based methods to achieve the results.
- (ii) *Benevolent Authoritative*: This style is also known as benevolent dictatorship, wherein, the authoritative leader, also places concern for the people. As per this style, though the leader allows the employees to participate in decision making, major decisions are taken by the leader only. In order to achieve the results, the leader uses rewards.
- (iii) *Consultative*: As per this style, the leader consults with the employees in making decisions. The leader shows genuine interest on the ideas shared by the subordinates under this style of leadership, but still the central decision making authority lies only with the leader.
- (iv) *Participative*: In this style, there is complete participation of the group members and the leader makes maximum utilisation of participation method.

As discussed in the previous unit, the Path-Goal Theory that was put forward by Robert House identifies four styles of leadership. The four types of leadership behaviour, identified by House are as follows:

- (i) *Directive Style*: A directive leader clarifies the followers of the role expected of them, schedules the work to be done and gives the needed direction or guidance as to how to accomplish tasks. The leader emphasises on formal activities, such as planning,

- organizing and controlling, this style is suitable, when the task is unclear to the employees;
- (ii) *Supportive Style:* A supportive leader behaves in a friendly manner with the followers, and the main concern of the leader is placed on the needs of the followers, rather than on accomplishing the tasks. As per this style, the leader lays his/her attention on the well-being of employees and creates an emotionally supportive climate. Supportive leadership style can be used at a time, when the followers are not sure of how to proceed;
 - (iii) *Participative Style:* A participative leader involves the followers in the consultation process and also gets the suggestions or views of the followers, before making a decision. This style of leadership is suitable for improving the morale of well-motivated employees who perform non-repetitive tasks;
 - (iv) *Achievement-Oriented Style:* An achievement oriented leader set challenging goals for the followers and expects them to perform at their highest level. The achievement oriented leadership style works well with achievement-oriented team members, and also with those working on ambiguous and non-repetitive tasks.

The above mentioned leadership styles under the path-goal theory is contingent upon two factors such as, characteristics of employees and environmental factors. While environmental factors include aspects such as task structure, formal authority system, work group, etc. employee characteristics include aspects like locus of control, experience, perceived ability, etc.

The Three Dimensional Model put forward by William Reddin, states that situational factors make the leadership styles effective or ineffective. Reddin thus highlights eight styles of leadership, out of which four has been identified as effective styles and the remaining four as ineffective leadership styles, which are as follows (Sahni & Vayunandan, 2010):

- (i) *Effective Styles:* The four effective leadership styles include:
 - a. *Developer:* Based on the situation that arises, this style is preferred by leaders where there is combination of high relationship orientation and low task orientation. Leaders as per this style are seen as having implicit trust in people as being primarily concerned with developing them as individuals;

- b. *Executive*: In this style, a leader uses high task orientation and a high relationship orientation, based on the situation. Leaders as per this style are seen as good motivators who sets high standards, who treats everyone somewhat differently and who prefers team management;
- c. *Bureaucrat*: As per this style, a leader adopts low task orientation and low relationship orientation, and the concern of the leader is basically to follow the rules and procedures and thus maintain and control a particular situation, with the help of rules and procedures;
- d. *Benevolent Autocrat*: Based on the situation, the leader adopts a style wherein there is usage of high task orientation and low relationship orientation. A leader in this style is seen as knowing what he wants, and knowing how to get it without creating resentment.

(ii) *Ineffective Styles*: The four ineffective styles of leadership are as follows:

- a. *Missionary*: At inappropriate situations, if a leader adopts high relationship orientation and low task orientation, a leader is said to be ineffective and is seen as being primarily interested in harmony;
- b. *Compromiser*: A leader is seen as a compromiser, when he uses high task orientation and high relationship orientation, when the situation demands focus on only one orientation. Such leaders are seen as poor decision makers, as he/she allows himself/herself to be influenced by pressures in a situation;
- c. *Deserter*: When a leader uses low relationship orientation and low task orientation, when such behaviour is inappropriate, such style of leadership is called a 'deserter'. The leader at such situation is seen as 'uninvolved' and 'passive'.
- d. *Autocrat*: When high task orientation and low relationship orientation is used by a leader at inappropriate times, the style adopted is said to be 'autocratic'. When such style is adopted, the leader is seen as having no confidence in others, as unpleasant and as being interested only in the immediate task.

The Situational Leadership theory of Hersey and Blanchard identifies four styles of leadership, which is based on the relative amount of task and relationship behaviour that a

leader engages in. Task behaviour is the extent to which a leader spells out the duties and responsibilities of employees by giving direction and setting goals. Relationship behaviour is the extent to which a leader engages in multi-way communication with the employees by adopting measures such as listening, providing encouragement and coaching. Thus the four styles of leadership identified by Hersey and Blanchard include the following (Dubrin, 2001; Sahni & Vayunandan, 2010):

- (i) *Telling Style:* The telling style is seen as highly directive as the leader pays more attention to the task and less importance to the relationship. This style can be used by leaders where the followers are unable and unwilling to take responsibility and they need the direction of leaders in clarifying the goals expected of them;
- (ii) *Selling Style:* Selling style is adopted by a leader, when the followers are unable to take the lead, but are willing and confident. In such situations, the leaders exhibit high orientation towards both task and relationship. The selling style is also very directive, but in a more persuasive and guiding manner.
- (iii) *Participating Style:* In participating style, the leaders give less direction and there is more collaboration among leaders and employees. In this style, the leader just shares the ideas, as the employees are able to do, but unwilling due to lack confidence and thus, there is high relationship and low task orientation in this style.
- (iv) *Delegating Style:* In this style, the leader just delegates the tasks to the followers and is kept informed of progress, as the followers are able to do, willing and confident to take responsibility. Thus, in this style, low relationship and task orientation is shown by the leader.

Thus, as discussed so far, the leaders can adopt any kind of style, based on the situation in which he/she is held up. The style adopted by a leader depends upon various factors such as, the attitude exhibited by the leader towards task and employees, the readiness shown by the employees towards the task and the leader and the situation in which the organisation as such is held up. Thus based on these factors, a combination of styles can be used by leaders as the same style may lead to differing results at different times.

Check Your Progress Exercise 2

Note: i) Use this space given below to answer the question.

ii) Compare your answer with the one given at the end of this Unit.

1. What is participative Style of Leadership?

6.7 GENDER AND LEADERSHIP STYLES

With the increasing role of women in leadership position in recent times, the issue that has been debated now is that, whether men and women lead in a different manner and there has been a comparison on who plays an effective role as a leader. Some of the authors like Helgesen and Rosener argue that gender differences exist in leadership styles and in contemporary times women's leadership is more effective. On the other hand, scholars such as Engen, Leeden & Willemsen and Powell state that gender has little or no relationship to leadership style and effectiveness. Various studies took place on the styles adopted by both men and women. That is, task-oriented styles, employee-oriented styles, democratic and autocratic styles were compared with that of the leadership position of men and women. It was stated by most of the studies that women led in a more democratic and participative manner, than men (Hoyt, 2007). However, certain studies also showed that women were devalued when autocratic or directive style of leadership was adopted by them.

Many women leaders in modern times, who play a significant role in managing their companies and organizations, serve as a role model and inspiration to the next generation of female entrepreneurs. At the same time, women leaders are also criticized for their lack of toughness, competitiveness, and vision, critical attributes to lead contemporary organizations effectively. In spite of the achievements made by women in leadership positions, still there are gender stereo types, concerning the fitness of women in leadership roles.

In the previous unit, you were exposed to the transactional and transformational theory of leadership. Analysis of these styles in gendered context, reveal that, women leaders showed more interest in adopting transformational style of leadership in comparison to men. Further,

female leaders also exhibited contingent reward behaviour, while male leaders exhibited strong interest for ‘punishment’ component.

Certain studies also made an assessment of leadership effectiveness in the context of gender and tried to assess whether gender differences exist. Some of the studies found that, though men and women were equally effective leaders on the whole, there were gender differences such that women and men were more effective in leadership roles that were congruent with their gender. That is, women were less effective, where the leadership role was masculinised. For instance, women were less effective than men in military positions, but they were somewhat more effective than men in education, government, and social service organizations and substantially more effective than men in middle management positions, where communal interpersonal skills are highly valued (Hoyt, 2007).

6.8 CHOOSING THE BEST LEADERSHIP STYLE

There cannot be a unique style of leadership or a ‘one style-fit all’ solution, as the effectiveness of leadership depends upon the prompt use of styles, either by combining several styles or following a particular style, as per the demand of the situation. Effective leaders exhibit a degree of versatility and flexibility, which enables them to adapt their behaviour, to the changing and contradictory demands made on them (Dubrin, 2001). Though various styles exist, all such categories emanate from the basic 3 styles, viz. autocratic, participative and laissez-faire. The other styles of leadership can be clubbed into these three styles in one way or the other. In the following table, useful information has been given on the style to be chosen based on the needs of the group members and situation.

Table 6.2: Choosing a Leadership Style to Fit the Situation

Consider Being Autocratic under these Conditions:

Leader/Manager	Has high power and limited restraints on its use Has a way of saving matters in an emergency Has some unique knowledge Is firmly entrenched in his/her position
Group Members	Are leader-dependent Are rarely asked for an opinion

Work Situation	Are readily replaced by other workers Recognize emergencies Are autocrats themselves Have low need for independence Features tight discipline Is characterized by strong controls Is marked by low profit margins to tight cost controls Includes physical dangers Requires low skills from workers Requires that changes be made frequently and quickly
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Consider Being Participative under these Conditions:

Leader/Manager	Has limited power and authority, and restraints on its use Risks rejection of his/her authority Has few existing time pressures Has limited sanctions that he/she can exert
Group Members	Expect to have some control over methods used Have predominantly middle-class values Possess relatively scarce skills Like system, but not authority
Work Situation	Is characterized by overall organizational objectives Involves shared responsibility for controls Has some time pressures Consists of gradual changes or regularly spaced changes Involved actual or potential hazards occasionally Values teamwork skills

Consider Being Laissez-Faire under these Conditions:

Leader/Manager	Has very limited power and authority Believes his/her authority will be rejected Has many work projects of his/her own to perform Lacks charisma
Group Members	Expect to lead themselves Are professionally competent and psychologically mature Dislike hierarchy and formal authority
Work Situation	Is characterized by clear organizational objectives Does not have major time pressures or budgetary constraints Involves shared responsibilities for controls

Source: (Dubrin, 2001)

From the table presented above, a leader can combine any kind of leadership style that can best fit a given situation.

6.9 SUMMING UP

This unit thus introduced you to the leadership style, which is regarded as the pattern of behaviour that characterizes a leader. The concept of leadership style is influenced by many factors such as the personality of the leader and employee, nature of task performed and the nature of environment. Based on such influences, a leader tends to adopt different styles and the style adopted by leaders also depended on the qualities and characteristics of a leader, wherein you were introduced to qualities of leadership as stated by various scholars. Further, leadership typologies ranging from dictatorship to charismatic leadership were discussed. The leadership styles as portrayed by different scholars such as Kurt Lewin, Likert, Hersey and Blanchard, Robert House, etc. was discussed, which gave insights on the various styles such as autocratic, democratic, laissez-faire, exploitative, supportive, achievement-oriented, teller, seller, etc. Apart from these styles of leadership, gender differences that exist in leadership styles were also explored. When women leaders had the tendency of taking up relationship-oriented leadership styles, men were keen on taking up command and control oriented styles. Finally, best way of choosing a leadership style was also dealt with, which revealed that a blend of leadership style based on the situation would offer comparative advantage, rather than resorting to the same style of leadership for different situations. Thus, the essential aspect that has been highlighted is that, to be effective, a leader must be able to adapt herself/himself to the changing circumstances.

6.10 GLOSSARY

Laissez faire: a doctrine opposing governmental interference in economic affairs beyond the minimum necessary for the maintenance of peace and property rights.

6.11 ANSWERS TO CHECK YOUR PROGRESS EXERCISES

Check your progress exercise 1

1. Good health; Sense of mission; Interest in other people; Intelligence; Integrity ; Persuasiveness; Judgement and Loyalty.

Check your progress exercise 2

1. In participating style, the leaders give less direction and there is more collaboration among leaders and employees. In this style, the leader just shares the ideas, as the employees are able to do, but unwilling due to lack confidence and thus, there is high relationship and low task orientation in this style.

6.12 REFERENCES AND SUGGESTED READINGS

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6.13 QUESTIONS FOR REFLECTION AND PRACTICE

1. Explain different types leadership styles.