

Leadership

Leadership is generally taken to mean the ability to influence others in a group to act in a particular way to achieve group goals. A leader is not necessarily a good manager or vice versa, as managers have other roles such as organizing, planning and controlling.

Types of authority/power

Position power

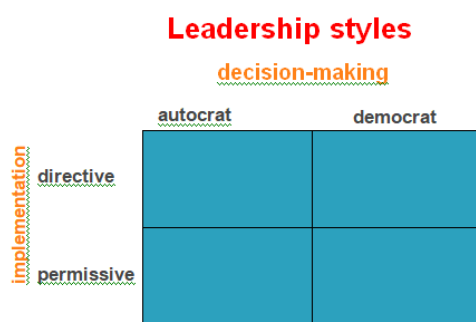
- Coercive power – able to threaten punishment
- Connection power – have access to those who do have power
- Legitimate power – based on a person’s title conferring a special status
- Reward power – able to reward those who comply

Personal power

- Expert power: holder can carry out specialist tasks that are in demand
- Information power: holder has access to needed information
- Referent power: based on personal attractiveness or charisma

Leadership styles

- Directive autocrat: makes decisions alone: close supervision of implementation
- Permissive autocrat: makes decisions alone: subordinates have latitude in implementation
- Directive democrat: makes decisions participatively: close supervision of implementation
- Permissive democrat: makes decisions participatively: subordinates have latitude in implementation



- ❖ Task orientation – focus on the work in hand
- ❖ People orientation – focus on relationships

- ❖ Where there is uncertainty about the way job is to be done or staff are inexperienced they welcome task oriented supervision
- ❖ Uncertainty is reduced – people orientation more important
- ❖ Risk that with reduction of uncertainty, managers have time on their hands and become more task oriented (interfering)

Essentially staff want hands-on management when they need guidance. Once they know the job they want to be left to get on with it!

