

Leadership Styles Promote Teamwork

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Introduction

Today, the idea of the lone worker who is left alone to accomplish the job, and then get the credit or the criticism for the end product is not the best way for a company to do business. There are too many styles of running an office that are so much more efficient than each worker working alone in a cubicle, and clocking in and out on a predictable schedule. Today there are many leadership styles that incorporate employees and departments to produce an end product.

All great undertakings and pursuits in the world have been accomplished through teamwork. There would never have been a United States if a small group of men had not put their heads together to form a new government and rebel against England. Very few great undertakings have been the work of –one person. Before teamwork is possible, first leadership style needs to be addressed. If a leader has the wrong style for the task, it will not be successful because he will not be able to encourage and coach employees to have a spirit of teamwork.

One of the best ways to figure out what makes a team so successful is to look at the top. And when you do, it's not unusual to see that the success of an organization can be driven by a very different leadership style than your own.

If you take time to study each of the various leadership styles, you'll notice more differences than similarities. Each style of leadership has strengths and weaknesses when it comes to managing a team — it heavily depends on the attitude, beliefs, preferences, and values of the person involved.

This paper addresses many different types of leadership styles, where and when each style is needed, and it also addresses the benefits of teamwork in companies.

Team Work

Over the years, teamwork has become an extremely important term for any company. It has been laid down in the culture at workplace and hence making it a major and crucial part of the selection process for many companies. All companies understand the importance and the wonders what team can do. Organizations' believes that nothing is impossible if all great minds, work together. There is a very famous saying that there is "no 'I' in the word 'Team'." Having teams can result in faster and efficient outputs with better decision making skills.

The various advantages of teamwork for all organizations are:

It improves profitability as well as productivity as all the employees are highly motivated and skilled. There is a major reduction in wastage which in turn reduces the cost. A team leader constantly keeps a regular check on the quality of the products. The level of motivation within employees is also increased due to development of the personnel by exchange of great thoughts and idea within teams. Recognition of individual members within teams also motivates member to put more efforts. It also leads to low turnover rate of absenteeism is also reduced as employees develop a sense of belonging towards the company.

All complex issues or decision are handled in a better manner and at a faster rate.

Therefore, the all critical issues of the company are dealt with greater variety of knowledge experience and skill.

Role of Leadership

A leader needs to perform the following to remain on his position.

Encourages the employee - A leader should enjoy all the moment of glory with the followers whereas try to restrict the sad news away from them.

Enable others to act - It is extremely important for a leader to provide other with all possible tools and ideas at the leader's disposal to the members which could help in quicker decision making.

Model the way - the basic difference between a manager and a leader is that a manager will tell others what to do and how to do it , whereas a leader will actually perform the task himself and then ask others to follow by doing the same.

Challenge the process - A leader also brings about change in the organization. Since the managers role is to guide what he has been told by the top management but leader, initiates new developments and seeks things for improvement.

Inspire a shared vision - A good leader should never hide anything from his followers. The leaders should share all his ideas and plans with the followers.

Leadership Styles

Leadership is the art of getting someone else to do something you want done because he wants to do it. —Dwight D. Eisenhower Individual managers have their own styles of managing, and within organizations there is often a predominant style of leadership.

The leadership styles we look at here are:

- Autocratic leadership
- Bureaucratic leadership
- Charismatic leadership
- Democratic leadership
- Laissez-faire leadership
- People-oriented leadership
- Servant leadership
- Task-oriented leadership
- Transactional leadership
- Transformational leadership

1. Autocratic Leadership

Autocratic leadership is an extreme form of transactional leadership, where a leader exerts high levels of power over his or her employees or team members. People within the team are given few opportunities for making suggestions, even if these would be in the team's or organization's interest.

Many people resent being treated like this. Because of this, autocratic leadership often leads to high levels of absenteeism and staff turnover. Also, the team's output does not benefit from the creativity and experience of all team members, so many of the benefits of teamwork are lost.

For some routine and unskilled jobs, however, this style can remain effective, where the advantages of control outweigh the disadvantages.

For Team Work: For some routine and unskilled jobs, this style can remain effective, where the advantages of control outweigh the disadvantages

Against Team Work: autocratic leadership often leads to high levels of absenteeism and staff turnover. Also, the team's output does not benefit from the creativity and experience of all team members, so many of the benefits of teamwork are lost.

This leadership style is usually employed by military commanders. North Korean dictator Kim Jong-un exemplifies this leadership style.

Eg: Donald Trump of Trump Organization

Donald J. Trump is a definition of the American success story, having set new standards of excellence in business. He however is also atypical of an autocratic leader who centralizes decision-

making, and wields absolute power. He involves himself with the minutest of details of his enterprise, and limits inputs from a select few in his team.

Trump is nevertheless a marked departure from most other autocratic leaders in the sense he is not vicious. Although he could be a little “rough” and “bossy,” he respects his employees and is liked by all.

2. Bureaucratic Leadership

Bureaucratic leaders work “by the book”, ensuring that their staff follow procedures exactly. This is a very appropriate style for work involving serious safety risks (such as working with machinery, with toxic substances or at heights) or where large sums of money are involved (such as cash-handling).

In other situations, the inflexibility and high levels of control exerted can demoralize staff, and can diminish the organization’s ability to react to changing external circumstances.

This leadership style is mostly noticed in organisations where employees are involved in high-risk routine tasks such as in a manufacturing plant. Bureaucratic leadership is also employed at various levels in government agencies. In India, civil servants are a good example of bureaucratic leaders.

Eg: Nationwide retail and food service businesses

Nationwide companies like Wal-Mart would not have been able to expand unless they had structure and order in place, and could replicate stores and management hubs quickly and easily.

• McDonaldization

Another example of bureaucratic leadership the concept put forth by George Ritzer called “McDonaldization.” It refers to the process of taking tasks and breaking them down into their smallest components. The smallest components are then reviewed to identify the single most efficient way to complete the task.

3. Charismatic Leadership

A charismatic leadership style can appear similar to a transformational leadership style, in that the leader injects huge doses of enthusiasm into his or her team, and is very energetic in driving others forward.

However, charismatic leaders can tend to believe more in themselves than in their teams. This can create a risk that a project, or even an entire organization, might collapse if the leader were to leave: in the eyes of their followers, success is tied up with the presence of the charismatic leader. As such, charismatic leadership carries great responsibility, and needs long-term commitment from the leader.

Eg: The Indian Prime Minister, Narendra Modi, is often regarded as one of India’s most charismatic leaders. His party fought the Uttar Pradesh Assembly elections in 2017 under his tutelage - highlighting his personal appeal to voters and recorded the greatest win for any party ever.

E g; Lee Iacocca

Lido Anthony Iacocca was brought to Chrysler in the late 1970s to rescue the automaker from impending bankruptcy. Those who saw Iacocca “work the room,” ultimately persuading Congress to guarantee a huge loan to Chrysler, observed a charismatic leader working his magic.

Iacocca, an automotive executive with an undergraduate degree in industrial engineering, was not blessed with natural charisma, but he developed the talent. A memorable example of his charismatic style is his signature slogan, “If you can find a better car, buy it!”

4. Democratic Leadership or Participative Leadership

Although a democratic leader will make the final decision, he or she invites other members of the team to contribute to the decision-making process. This not only increases job satisfaction by involving employees or team members in what’s going on, but it also helps to develop people’s skills. Employees and team members feel in control of their own destiny, and so are motivated to work hard by more than just a financial reward.

As participation takes time, this style can lead to things happening more slowly than an autocratic approach, but often the end result is better. It can be most suitable where team working is essential, and where quality is more important than speed to market or productivity.

Eg; Carlos Ghosn, the chairman, and CEO of Renault believes that change in the organization's culture should not be forced by the top management but should come from the bottom level. He believes in empowering employees to take decisions and is quite reasonable when dealing with the subordinates

Eg; Google: Founders Sergey Brin and Larry Page developed their Internet search engine while pursuing their doctorates at Stanford. After obtaining initial financing, they did something unusual. Brin and Page followed the advice of experienced entrepreneurs and hired Eric Schmidt to jump-start their company. Incorporating a blend of autocratic, laissez-faire and democratic leadership styles, the Novell and Sun executive brought experience into Google's dugout. The three immediately began scouting experienced talent to set up democratic/participative teams. Today, Google remains relatively democratic in its approach to product development under CEO Page.

Business enterprises and other organizations comprise numerous experts, so they are well-suited to the democratic/participative leadership process. Whether it's a CEO or a project manager, democratic leaders can be effective in business if they surround themselves with experienced players.

The participatory style works best with experts who know their jobs and carry out their responsibilities under minimal supervision. This is true for:

- Biotech R&D divisions
- Housing construction sites
- Universities
- Information technology companies

Yet in private businesses and government agencies with strict procedures or a high turnover of employees, the autocratic leadership style is often more appropriate. Even within these environments, though, divisions exist that function best under a democratic/participative leadership style.

5. Laissez-Faire Leadership

This French phrase means "leave it be" and is used to describe a leader who leaves his or her colleagues to get on with their work. It can be effective if the leader monitors what is being achieved and communicates this back to his or her team regularly. Most often, laissez-faire leadership works for teams in which the individuals are very experienced and skilled self-starters. Unfortunately, it can also refer to situations where managers are not exerting sufficient control.

Eg; Mahatma Gandhi was a laissez-faire leader. Gandhi believed that people should lead by example and be the change that they wish to see in the world so that others can follow.

- **Andrew Mellon** embodies the 20th-century laissez-faire American leader. Mellon was a brilliant innovator, as comfortable in banking and commerce as he was in politics and philanthropy. Mellon is credited with helping build America's manufacturing industries, including behemoth U.S. aluminum, steel and oil refineries. Mellon epitomizes the laissez-faire leader because he not only believed in selecting talented experts to run businesses, but also opposed government intervention in the form of regulations and tariffs.
- **Warren Buffett** may be the most surprising name among successful laissez-faire leaders. Buffett is known for taking a hands-off approach toward leadership of the many companies he owns, or in which he invests after actively canvassing the industries he favors. Once he makes an investment decision, though, Buffett trusts his managers to know how to achieve the performance he expects.

Circumstances Where Laissez Faire Leadership is Effective

Retail buyers and merchandisers are great examples of those who often work well under laissez faire leadership. Within fast-moving markets, promotional and purchasing decisions will be based upon fluctuating factors, such as price increases, supply chain bottlenecks, consumer trends

and severe weather patterns. Product managers working under laissez faire leaders are provided with the autonomy to swivel fast and make decisions quickly without waiting for some time for approval.

6. People-Oriented Leadership or Relations-Oriented Leadership

This style of leadership is the opposite of task-oriented leadership: the leader is totally focused on organizing, supporting and developing the people in the leader's team. A participative style, it tends to lead to good teamwork and creative collaboration. However, taken to extremes, it can lead to failure to achieve the team's goals.

In practice, most leaders use both task-oriented and people-oriented styles of leadership.

A good example of relationship-oriented leadership is Indian cricket team's ex- captain, Mahendra Singh Dhoni who is known for encouraging players and has led the team to many unbelievable victories. Examples of professions with relations-oriented leaders.

- **Human resources:** Personnel professionals (also known as HR, employee relations and talent resources) are invariably good with people. They show an interest in employees and are often relied upon to mediate differences and arbitrate disputes between team members and, occasionally, leaders and subordinates. They are challenged with supporting employees while simultaneously understanding management's perspective. HR leaders must maintain an organization-wide view based on daily objectives and long-range goals.

- **Healthcare industry:** Leaders who work at hospitals and clinics must balance the needs of patients, physicians, nurses and other professionals with the financial demands of running a business. This requires a blend of leadership styles — from autocratic to relationship focused. Among nurses, task-oriented leaders are appropriate for surgery and post-operative recovery teams, where procedures are crucial. Nurses and administrative staff involved in patient admittance and hospice care require extraordinary levels of sensitivity and compassion. They are well-suited for the relations-oriented leadership style.

- **Police departments:** A classic candidate for people-oriented leadership is a workplace prone to poor communication and low morale. Many police forces throughout the country regularly experience such issues. Relations-oriented management has been instituted on some police forces to reduce friction. Police departments often must diagnose themselves. It is up to people-oriented leaders to figure out what's going on and find ways to improve relations.

7. Servant Leadership

This term, coined by Robert Greenleaf in the 1970s, describes a leader who is often not formally recognized as such. When someone, at any level within an organization, leads simply by virtue of meeting the needs of his or her team, he or she is described as a "servant leader".

In many ways, servant leadership is a form of democratic leadership, as the whole team tends to be involved in decision-making.

Supporters of the servant leadership model suggest it is an important way ahead in a world where values are increasingly important, and in which servant leaders achieve power on the basis of their values and ideals. Others believe that in competitive leadership situations, people practicing servant leadership can find themselves "left behind" by leaders using other leadership styles.

Eg; Mother Teresa is the perfect example of a servant leader. She invested her entire life to the service of people and her motives behind her desire to help others is unquestionable. She acquired mass- scale popularity over time, but she never strived to achieve personal recognition.

TD Industries is an American company closely associated with the servant leadership theory. The company's founder Jack Lowe Sr. read about servant leadership and the concept had a profound impact on him. He later implemented the model in his burgeoning company.

The company has truly taken with the theory and employees are required to take courses on servant leadership. Furthermore, supervisors within the company are regularly assessed on how well they are implementing the ideals of Greenleaf and others.

Maureen Underwood, VP of the people department at TD Industries, told Axiom News, commitment to the idea requires plenty of work and dedication. She said the whole concept boils

down to the idea of personal values. “It’s just about being a person who listens, a leader who is dedicated to growing people,” Underwood said.

The company also shows its commitment to the principle of building a community and taking care of its employees through the way it deals with profit. TDIndustries divides around 30% of the profits between the retirement savings plan and employment stock ownership plan. In addition, it doesn’t have any separate schemes for its executives – all are equal within the company.

Festival Foods

Festival Foods is a relatively small business chain in the US, which adopted servant leadership over a decade ago. In Success, Chairman David Skogen explained the philosophy and how the company has benefited from the approach.

According to Skogen, the servant leadership idea the company uses the most is the idea of persuasion, or in their case “remind more than instruct”. The company’s employees gather every morning and go through the performance of yesterday. It’s a common practice of comparing annual sales and identifying things that have been different, as well as outlining the road forward.

But in addition, servant leadership changes have added an element of having each person at the meeting a chance to input their own ideas, hopes and dreams to the conversation. According to Skogen, these can range from ideas regarding the organization’s operations to personal ideas such as asking for prayers.

The idea is to provide an opportunity for everyone to speak. This creates an atmosphere of openness within the organization. It also ensures the communication lines between the people at the top and below are open. Skogen says it creates a ‘trickle down effect’ of servitude and helpfulness.

Furthermore, Skogen reminds that servant leadership isn’t easy and it didn’t result in an overnight change in corporate culture. But there was a shift in attitude that meant employees and leaders started day thinking, “It’s a privilege to work for us and just be thankful you have a job”

8. Task-Oriented Leadership

A highly task-oriented leader focuses only on getting the job done, and can be quite autocratic. He or she will actively define the work and the roles required, put structures in place, plan, organize and monitor. However, as task-oriented leaders spare little thought for the well-being of their teams, this approach can suffer many of the flaws of autocratic leadership, with difficulties in motivating and retaining staff. Task-oriented leaders can benefit from an understanding of the Blake-Mouton Managerial Grid, which can help them identify specific areas for development that will help them involve people more.

Eg; Lenin, the Russian political leader and ideological figurehead behind Marxism-Leninism is viewed by supporters as a task-oriented leader who championed socialism and the working class.

Examples of task-oriented leadership

Project managers, especially those who are building ships or skyscrapers must be task-oriented in order to manage vendors connected to bills of material and all of the detailed project timelines. Architects and engineers are also required to use the same set of skills.

Architects work both in building design and the components that make up their structures. Most often the designs are extremely detailed and meticulous in every aspect. The bills of material that go into constructing a structure can be extremely long and complex. Creating cost estimates from these bills is an art.

I.M. Pei

Pei is one of the most famous architects in the 20th century. He is best known for designing the Louvre Pyramid and the John F. Kennedy Library. During World War II, he suspended work at Harvard to join the National Defense Research committee. His eye for design and his grounding in architecture made him an ideal task-oriented leader.

9. Transactional Leadership

This style of leadership starts with the premise that team members agree to obey their leader totally when they take a job on: the “transaction” is (usually) that the organization pays the team

members, in return for their effort and compliance. As such, the leader has the right to “punish” team members if their work doesn’t meet the pre-determined standard.

Team members can do little to improve their job satisfaction under transactional leadership. The leader could give team members some control of their income/reward by using incentives that encourage even higher standards or greater productivity. Alternatively a transactional leader could practice “management by exception”, whereby, rather than rewarding better work, he or she would take corrective action if the required standards were not met.

Transactional leadership is really just a way of managing rather a true leadership style, as the focus is on short-term tasks. It has serious limitations for knowledge-based or creative work, but remains a common style in many organizations.

Eg; Bill Gates is a transactional leader who aims at inspiring positive changes in his followers. He is dedicated to his work, has a remarkable business vision. He expects the best from his subordinates and incorporates the reward- punishment motivation strategy.

One of the common uses of transactional leadership occurs in companies that have sales teams. A salesperson agrees with his manager to meet his sales target in exchange for payment of a specified commission. If he fails to meet the target, the punishment is the loss of a percentage of his commission. The use of this style of leadership is common in organizations that recognize performance by basic, monetary reward.

10. Transformational Leadership

A person with this leadership style is a true leader who inspires his or her team with a shared vision of the future. Transformational leaders are highly visible, and spend a lot of time communicating. They don’t necessarily lead from the front, as they tend to delegate responsibility amongst their teams. While their enthusiasm is often infectious, they can need to be supported by “detail people”.

In many organizations, both transactional and transformational leadership are needed. The transactional leaders (or managers) ensure that routine work is done reliably, while the transformational leaders look after initiatives that add new value.

The transformational leadership style is the dominant leadership style taught in the How to Lead: Discover the Leader within You leadership program, although we do recommend that other styles are brought as the situation demands.

Eg; Steve Jobs is widely regarded as an iconic transformational leader. He worked hard and always challenged his employees to think bigger and better and inspired them to create extraordinarily successful products.

• Ross Perot

H. Ross Perot started his career as a salesman for IBM. In the 1960s he started his own company, Electric Data Systems (EDS), one of the first businesses that built and serviced computer systems for other companies. In contrast to IBM, Perot trained his workers to do whatever needed to be done for a customer without waiting for approval. There was a strong bias toward action.

In the beginning, Perot shunned strategic planning. Over the next few years, however, he hired military officers who could take orders and give orders. Perot’s slogan was “Go, do. If an employee took credit for someone else’s work, they were out the door. The motto of Perot’s company at one point was “We bring order to chaos.”

Conclusion

The process of leadership is carried out by the attributes the leader possesses such as his beliefs, values, ethics, character, knowledge, and skills. Leaders should be highly motivated to inspire the employees and teams that they lead. Leaders must be able to dream big and lay down the path with such clarity that people should follow them through; the vision should make a compelling case for action by seeing endless possibilities without boundaries so that people can be drawn in for the cause.

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