

# **LEADERSHIP STYLES AND IDENTIFYING STRATEGIES FOR SUCCESSFUL LEADERSHIP**

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# OBJECTIVES:

- Define leadership
- Distinguish between managing and leading
- Describe different styles of leadership
- Identify various strategies that might help in becoming effective leaders
- Be able to identify one's leadership style



*“When I think of a Physician, I imagine a person who has intelligence, self-confidence, determination and integrity- all the attributes that fall under the trait approach of leadership.*

*I have always felt that due to the extensive training a physician must complete, as well as their skills and experience , they have a certain “gravitas” that instills respect and admiration. This lends itself to the perception that doctors would naturally make good leaders.”*

**What’s the Best Leadership Style for Healthcare?**

*Dan Dodson, Jan 5 2017, Leadership and Workforce Development; North Carolina Healthcare Information and Communications Alliance, Inc.*



# WHO IS A LEADER?

- Someone who has the ability to affect change...in a positive way.
- Someone who inspires those around her/him to impart a willingness to improve.
- Someone who has a vision and a goal.
- A leader is NOT a manager!

5 important qualities for a medical leader (and one to avoid), Sept 15 2015

*Beckershospitalreview.com*



# **Leader Traits**







# 5 LEADERSHIP STYLES: WHICH ONE ARE YOU?



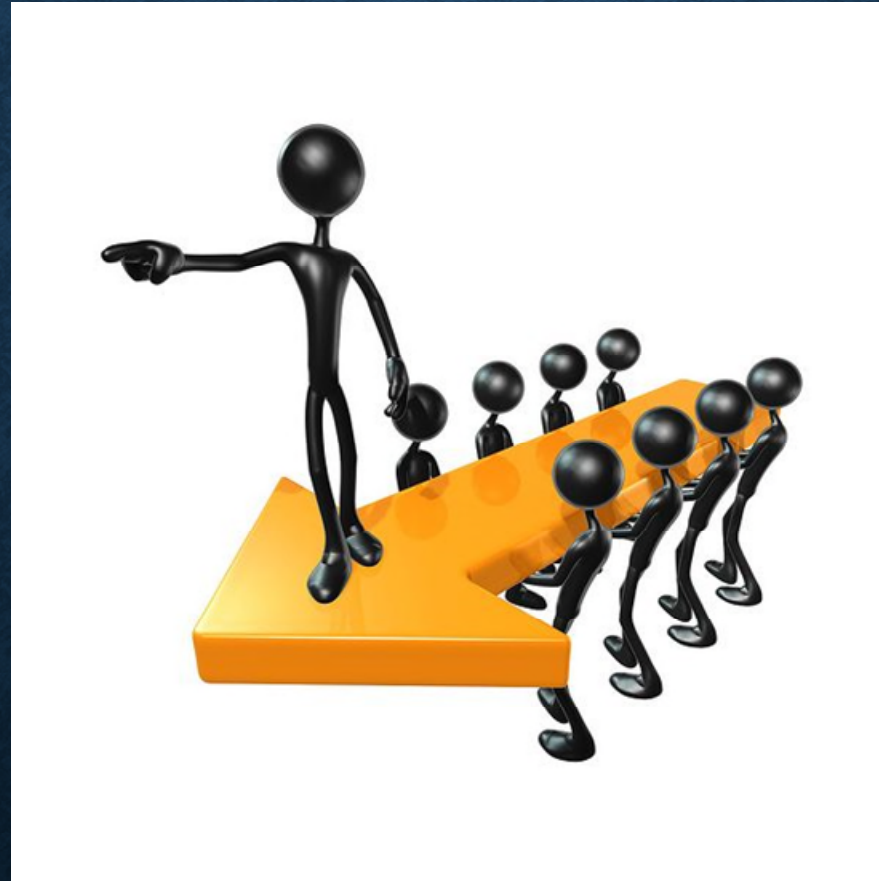
LEARNINGFM.COM



- **DIRECTIVE:** Also known as **AUTOCRATIC**
- **PARTICIPATIVE:** Also known as **INCLUSIVE**
- **DELEGATIVE:** Also known as **LAISSEZ FAIRE**
- **TRANSACTIONAL:** Also known as **PASSIVE**
- **TRANSFORMATIONAL**



# AUTOCRATIC LEADERS





- Typically make all major decisions on their own, with little or no input from others.
- Extreme authoritarian leaders often insist on making even minor decisions.
- Can be micromanagers, making all company or group decisions.
- Generally do not solicit or accept input from others for decision-making purposes.
- Mandate all workplace methods, policies and procedures.
- Can exhibit a lack of trust in the advice, suggestions, ideas and decision-making ability of others.



# PROS OF AUTOCRATIC LEADERSHIP

- Effective when decisions must come quickly, without time to consult others.
- Prevents stagnation because of poor organization or lack of leadership.
- Keeps individuals, groups or teams from missing important deadlines.
- During stressful periods, autocratic leaders can be more effective, and their teams appreciate their leadership.



# CONS OF AUTOCRATIC LEADERSHIP

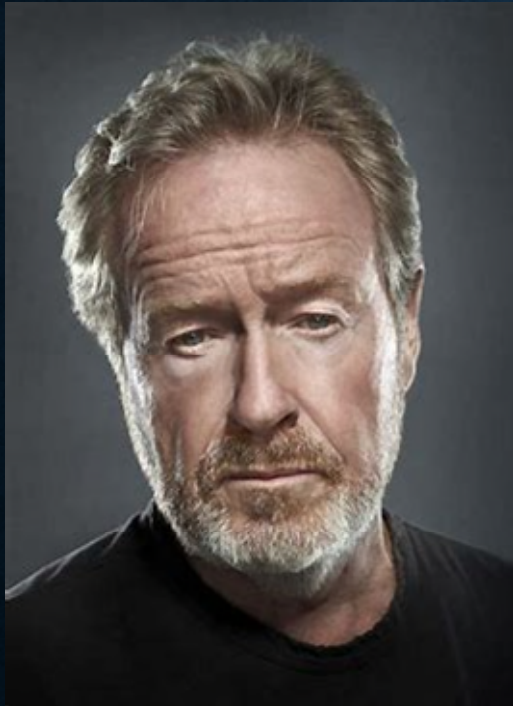
- Invites potential abuse by overly powerful personalities.
- Can stifle staff and discourage team creativity.
- Modern employees may not react well to authoritarian leadership.
- Can discourage open communication between leaders and subordinates.

Leonard D. Shaeffer, "[The Leadership Journey](#)," Harvard Business Review

Image: [brighthubpm.com](#): a critique of the autocratic leadership style



# FAMOUS AUTOCRATIC LEADERS



Ridley Scott



Roger Ailes



Bashar Al-Assad



Tony LaRussa



# PARTICIPATIVE LEADERS





- All members of a team are involved in identifying essential goals and developing procedures or strategies to reach those goals.
- This style relies heavily on the leader functioning as a facilitator rather than issuing orders or making assignments.
- While the team leader is usually still responsible for making the final decision, the shared decision making allows for more cohesiveness in the team.
- The employee feels valued and important.



# PROS OF PARTICIPATIVE LEADERSHIP

- Helps development of additional leaders serving the organization.
- People often are able to express their creativity and demonstrate abilities and talents that would not be made apparent otherwise.
- Allows exchange of ideas and various paths to problem solving.
- Easier acceptance.
- Boosts morale.
- Better for retention.



# CONS OF PARTICIPATIVE LEADERSHIP

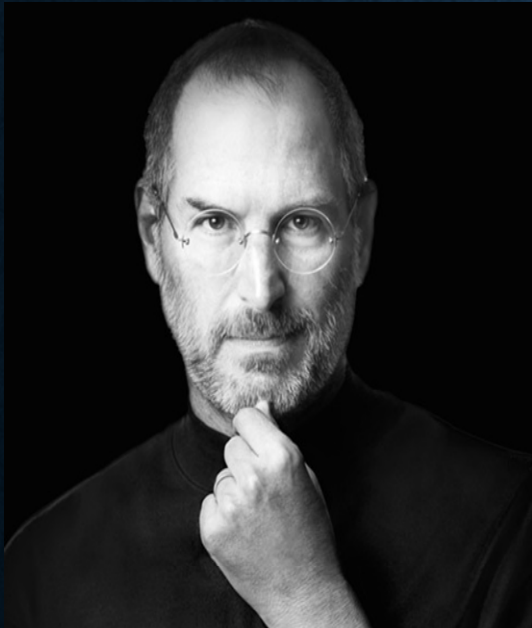
- Needs a lot of time prior to an action being taken.
- Needs organizational change that might be resisted.
- Workforce might deviate spending more time on strategizing than doing the job at hand.
- Abuse of authority.
- Misunderstanding where its assumed that all ideas HAVE to be considered with respect and dignity.

*Management study guide*

*Image: Layman's guide to participative leadership, [buzzle.com](http://buzzle.com)*



# FAMOUS PARTICIPATIVE LEADERS



Steve Jobs



Jim Lentz



Indra Nooyi



George Washington



# DELEGATIVE/LAISSEZ FAIRE LEADERS





- Might be the leadership style that leads to the lowest productivity among group members.
- Very little guidance from leaders-hands off approach!
- Complete freedom for followers to make decisions.
- Leaders provide the tools and resources needed.
- Group members are expected to solve problems on their own.
- Power is handed over to followers, yet leaders take responsibility for the groups decisions and actions.



# PROS OF DELEGATIVE LEADERSHIP

- Can work for motivated teams with high expertise and skills.
- Creative teams may value the independence.
- Works well when leader provides needed information and materials at start of project.
- Increases satisfaction in employees who are intrinsically motivated.
- Strengthens trust between the leader and employees.



# CONS OF DELEGATIVE LEADERSHIP

- Not good for groups lacking needed skills, motivation, adherence to deadlines.
- Can result in poor performance and outcomes.
- Leader may appear uninvolved.
- Confusion over roles in the group.
- Passivity and Avoidance.
- Low Accountability.

<https://www.verywellmind.com/what-is-laissez-faire-leadership-2795316>

Images: Know justice- Laissez Faire Leadership-Is less more. Onhech.blogspot.com



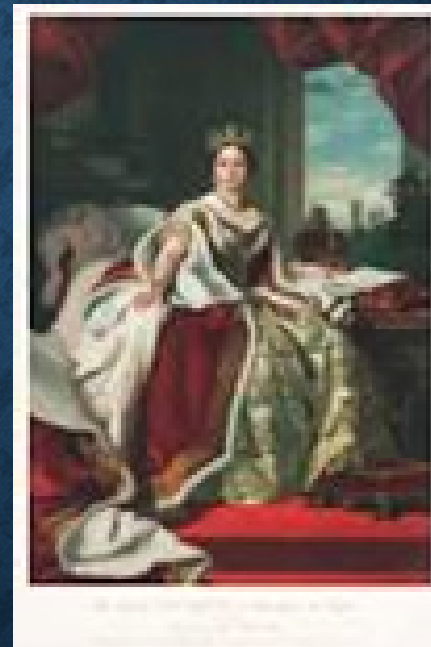
# FAMOUS DELEGATIVE LEADERS



Warren Buffet



Herbert Hoover



Queen Victoria



Donna Karen



# TRANSACTIONAL/PASSIVE LEADERS





- Assume that people are motivated by a reward or by punishment.
- Everything works best under a clear chain of command.
- These leaders conform to the existing structure of an organization.
- The focus is on results.
- Focus on short-term goals, policies and procedures.
- Focus on the status quo of an organization.

<https://blog.mindvalley.com/transactional-leadership>

Image:<https://laetitiastuder.wordpress.com/2014/12/17/motivation/>



# PROS OF TRANSACTIONAL LEADERSHIP

- It rewards individuals following instructions.
- It tends to work when achieving short-term goals is key.
- Workers have clearly defined rewards and penalties.
- It encourages productivity.
- It provides clear and easy ways to understand structure.
- It keeps everyone in large organizations on the same page.

*<https://blog.mindvalley.com/transactional-leadership/>*



# CONS OF TRANSACTIONAL LEADERSHIP

- It does not work well in flexible work environments.
- It only rewards workers with perks or money, no other real motivators are used.
- It does not reward individuals who take personal initiative.
- It is often seen as limiting and not personal.
- Creativity is limited.
- It can be rigid.



# FAMOUS TRANSACTIONAL LEADERS



Charles De Gaulle



Howard Schulz



Bill Gates



# TRANSFORMATIONAL LEADERS





- Leaders and their followers raise one another to higher levels of morality and motivation.
- Is a model of integrity and fairness.
- Sets clear goals and has high expectations.
- Encourages others, provides support and recognition.
- Stirs the emotions of people.
- Gets people to look beyond their self-interest.
- Inspires people to reach for the improbable.

<https://www.mindtools.com/pages/article/transformational-leadership.htm>; mage:<http://jeffschwizow.com/transformational-leadership-is-collective/>

“James McGregor Burns introduced the concept of transformational leadership in his 1978 book, “Leadership.

Bernard M.

Bass later developed the concept of transformational leadership further. According his 1985 book, “Leadership and Performance Beyond Expectations,”



# PROS OF TRANSFORMATIONAL LEADERSHIP

- It has an impact on the self-esteem, the affiliation and the security of the followers.
- Increases the performance of workers .
- Affects the psychological and emotional reactions of followers.
- Can respond to organizational complexity.



# CONS OF TRANSFORMATIONAL LEADERSHIP

- Influence can backfire eg. Immoral leader, risk taker who puts employees on the line.
- Can cause burnout as people can be taken advantage of.
- Assumption of motivation.
- The pied piper phenomenon?
- Prioritization and preferential treatment.
- Inability to focus on details and overlooking reality.
- Unidirectional influence from leader to the followers.



# FAMOUS TRANSFORMATIONAL LEADERS



Sir Richard Branson



Coco Chanel



Nelson Mandela



Oprah Winfrey



# STRATEGIES FOR SUCCESSFUL LEADERSHIP



*Image: Lars Leetaru; [www.strategy-business.com](http://www.strategy-business.com)*



- Paint a clear picture- **Alignment** around a shared **vision** with a **strategy**.
- Provide leadership irrespective of the **level** of your role.
- Vision and execution need to be connected **not** sequential.
- Set goals and then **measure** them in specified timeframe.
- Develop other leaders as you lead.
- Empathy and Emotional Intelligence are key traits! Be intentional.
- Value and utilize diversity.\*

*Ted talk-Halla Tomasdottir: A feminine response to Iceland's financial crash*  
*The 9 Essential Leadership strategies in The Age of Information; Jesse Lynn Stoner; seapointcenter.com*  
<https://catalyst.nejm.org/importance-leadership-skills-organizational-success/>



- Positively impact long-term organizational culture and values through self-modeling of behaviors.
- Create cultural expectations, and formally communicate these cultural expectations.
- Collaborate and communicate---your credibility and character drive influence.
- Be willing to adapt to the changing environments.
- Use technology!



1

Distribute responsibility.



2

Be honest and open about information.



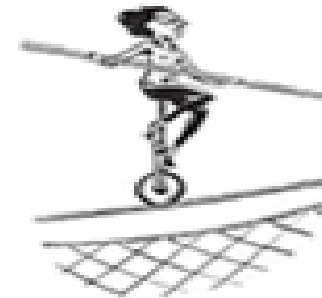
3

Create multiple paths for raising and testing ideas.



4

Make it safe to fail.



5

Provide access to other strategists.



6

Develop opportunities for experience-based learning.



7

Hire for transformation.



8

Bring your whole self to work.



9

Find time to reflect.



10

Recognize leadership development as an ongoing practice.



pwc

strategy&

[strategy-business.com/10principlesstrategy](https://strategy-business.com/10principlesstrategy)

Infographic: Opto Design/Lars Leetaru



**THAT'S ALL GREAT.....NOW  
WHAT?**



# WHO ARE YOU AS A LEADER?





# ACTIVITY

Leadership Styles



[HTTPS://WWW.VERYWELLMIND.COM/WHATS-  
YOUR-LEADERSHIP-STYLE-3866929](https://www.verywellmind.com/whats-your-leadership-style-3866929)

[https://cdn.we.org/wp-  
content/uploads/2017/07/Finding-Your-  
Leadership-Style-Worksheets1.pdf?\\_ga](https://cdn.we.org/wp-content/uploads/2017/07/Finding-Your-Leadership-Style-Worksheets1.pdf?_ga)



# ADDITIONAL REFERENCES:

*Harvard Business Review*

*Penn State Leadership Styles (sites.psu.edu)*

*verywellmind.com*

*Lean In by Sheryl Sandberg*

*How Women rise by sally Helgesen and Marshall Goldsmith*

*Becoming Michelle Obama*

*Images: Wikipedia.com*

*Forbes.com*

*Google images*

*secretsinbeauty.com*

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