

# LEADERSHIP



**L** -Lead,Love,Learn

**E** -Enthusiastic,Energatic

**A** -Assertive,Achiver

**D** -Dedicated

**E** -Effective,Efficient

**R** -Resonsible,Respectful

**DIFFERENT TYPES OF LEADERS AND WHICH STYLE OF LEADER IS BEST  
SUIT FOR NARROW SPAN OF CONTROLL**

Prepared for

**Karachi University Business School**

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# LETTER OF TRANSMITTAL

Karachi University Business School,  
Karachi,

Dear Madam/Sir,

Subject: Submission of Report on “Different types of Leaders and the type of Leader that would

Best Suit an Organization with Narrow Span of Control”

Here is the report that I complete on the topic as per your requirement. The report has been completed by the information that is gathered from different articles in accordance to the course “Business Communication”.

It has been reviewed and duly approved by our course instructor. I have tried my best to complete this report meaningfully and correctly as much as possible.

It is hoped that this work will fulfilled your expectations and requirements sufficiently.

Yours Obediently,  
Muhammad Huzaifa.

# AKNOWLEDGMENT

First of all, I would like to ALMIGHTY ALLAH who make me able to complete this report.

The success and final outcome of this report required a lot of guidance and assistance and I am extremely fortunate to have got this all along the compilation of my report. Whatever I have done is only due to of such guidance and assistance and I would not forget to thank them.

I respect and thank Madam Taj Ali (principle of our college) for providing me all support and guidance which made me complete the report on time. I am extremely grateful to her for providing a nice support and guidance though she had busy schedule for managing the college affairs till the end of the completion of this report.

I would not forget to remember Mr.Iqbal Ali for their encouragement and moreover for their timely support and guidance during this report work.

# ABSTRACT

This report is made on the topic of *Leadership* that is equally important in nearly every kind of organization. This subject has been discussed in every facet of organizations and industries; and numerous theories have been counted in the said subject matter. The various styles of leadership have been discussed in this report.

Each and every styles of leadership have benefits and limitations. Different Manager used different style of leadership in different situation, like, **Autocratic leader** have all the power, make all the decisions and maintain his authority by force, threats, re-ward and punishment. This type of leadership allows quick decision but oppositely it reduces a range of ideas from their people and treats people badly. **Bureaucratic leaders** exactly follow policies and procedure which have been previously laid down. It is effective if employee perform routine task every day. However, there is no room for creativity or innovative problem solving. **Participative Leaders**, seek input from others and taking into Consideration their point of view, Knowledge, ideas, skills, before making a decision. It's work well when a leader just join the organization and is completely new so as how to operate. **Laissez-fair leaders**, I just opposite to the autocratic leaders, this type of leader give complete freedom to their subordinates to determine the ways to complete their task. But its work only when subordinate is trustworthy, experienced and skilled. **Charismatic leaders**, By using his charm, to make other feel important and using some clever words to addressed them to admire people to do work for him. **Situational leaders**, they make decision according to the current situation, on the basis of their experience and skills.

In different types of organizations each structure requires different leadership style. The leader is required to demonstrate diverse behavior in various structures and people. Span of control can either be wide or narrow. Here I discuss that which leadership style is most appropriate for narrow span of con

**“Which effective leadership styles are more suitable for a manager, based on their most**

Common characteristics?”

## **1INTRODUCTION**

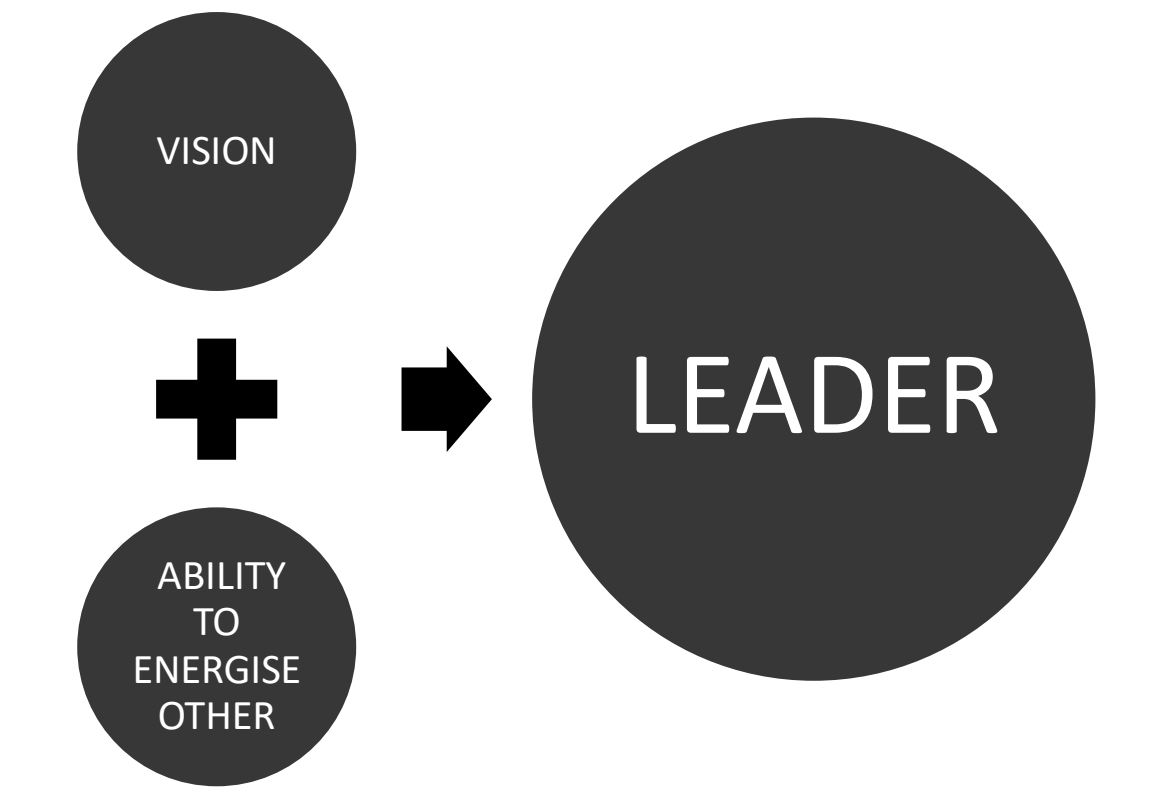
If you look at modern organization today, you will find that manager adapting different type of leadership styles in order to achieve their goals and objective. Now these days, we have people from different countries, culture, educational backgrounds, skills, working in the same team together to meet the team targets. That's why leaders, today's, rely on the various types of leadership to get the best out of their sub-ordinates. The most common types of leadership in modern day corporation World are **Autocratic, Bureaucratic, Participative, Laissez-faire, charismatic, situational Leadership** etc. But the most important question is that what is leadership?

Briefly, **Leadership is about vision of future and ability to energize others to pursue it .An organization can't run effectively until or unless that organization involves efficient leadership.**

Leaders lead by mobilizing people around a compelling vision of the future, by inspiring them to follow in the leader's footsteps. They show people what's possible and motivate them to make those possibilities real. They energize and focus people in ways that fulfill their dreams, give them a sense of purpose, and leave them with a profound sense of accomplishment when the work is done. Leaders lead by modeling ways of thinking or acting and by encouraging new ways of looking at situations, and by so doing they give people the words and the courage to make those new ways their own. The best leaders are teachers, mentors, and role models—and they accomplish the vast majority of their work through influence, not authority.

Leaders make a difference to organization and its performance. Their style determines the impact on their own and subordinates effectiveness. The group size also has a significant impact on leadership effectiveness. The smaller the group size, the better the performance of the leader. To be an effective leader, it is necessary to influence others to support and implement decisions that the leader and group members perceive are necessary. Without influence, leadership does not occur. In other words, leadership is the act of influencing outcomes.

### **1.1WHAT IS LEADER?**



## **WHO IS LEADER?**

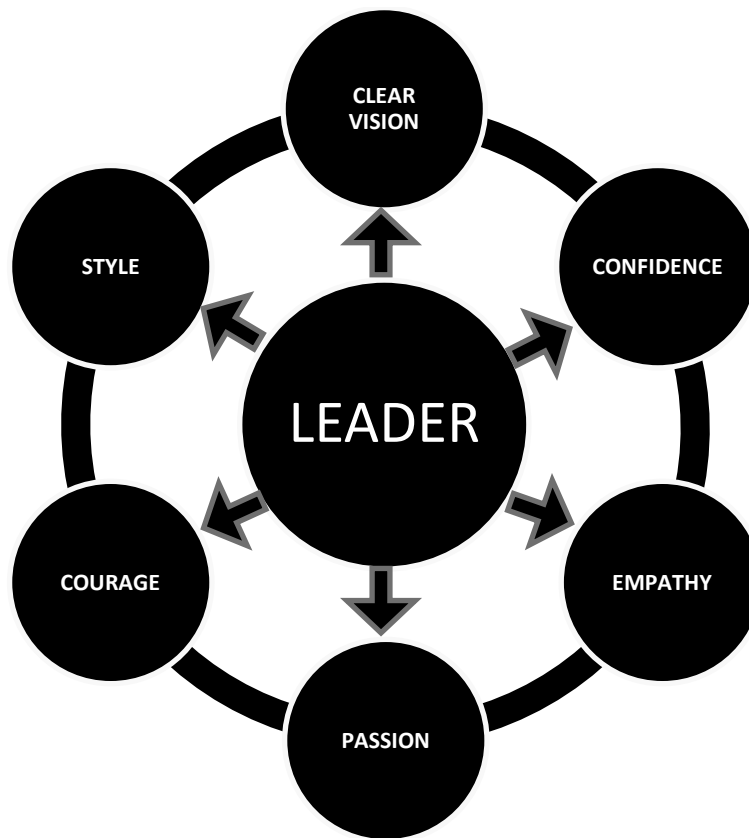
**As we look ahead into the next century, leaders will be those who empower others."**  
- Bill Gates

**"Leadership and learning are indispensable to each other."**  
- John F. Kennedy

**"People ask the difference between a leader and a boss. . . . The leader works in the open, and the boss in covert. The leader leads, and the boss drives."**  
- Theodore Roosevelt

## **1.2 ATTRIBUTES OF A LEADER**





## **2 TYPES OF LEADERS**

- Autocratic leader
- Situational leaders
- Participative Leaders,
- Laissez-fair leaders
- Charismatic leaders
- Bureaucratic leaders

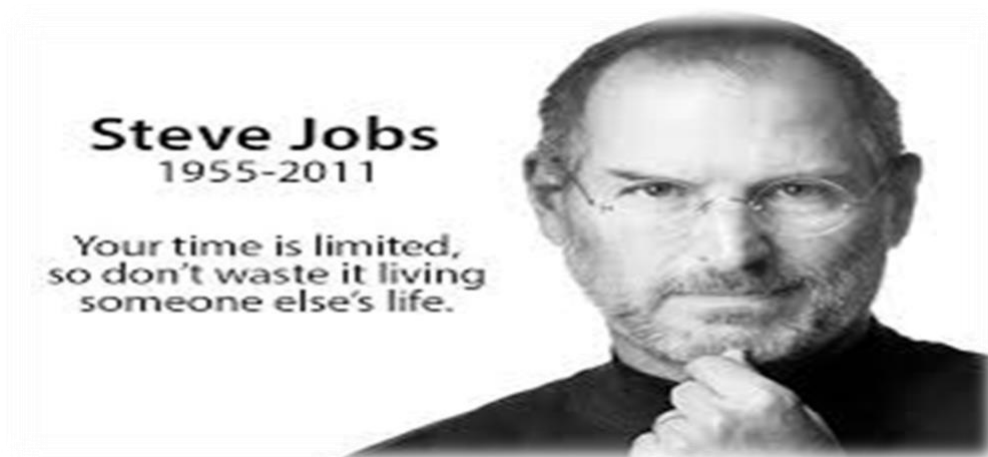
### **2.1 THE AUTOCRATIC LEADER**

The autocratic leader mobilizes the team toward a common vision and focuses on end goals, leaving the means up to each individual. If this style were summed up in one phrase, it would be “Come with me.” The authoritative style works best when the team needs a new vision because circumstances have changed, or when explicit guidance is not required. Autocratic leaders inspire an entrepreneurial spirit and vibrant enthusiasm for the mission. They seek to make as many decisions as possible. This type of leaders seeks to have the most authority and control in decision making. It is not the best fit when the leader is working with a team of experts who know more than him or her. The autocratic leadership style can result in a demotivated workforce.

### **When is The Autocratic Leadership Style Effective?**

- Short term projects with a highly technical, complex or risky element.
- Work environments where spans of control are wide and hence the manager has little time to devote to each employee.
- Industries where employees need to perform low-skilled and repetitive tasks and generally have low levels of motivation.
- Projects where the work performed needs to be completed to exact specifications and/or with a tight deadline.
- Companies that suffer from a high employee turnover, i.e. where time and resources devoted to leadership development would be largely wasted.

### **EXAMPLE**



Late Steve Jobs, former CEO of Apple, was the exemplar of this style of leadership. Once out of Apple after a power struggle with the-then top management, he struck back, and is today the strongest example of how an insistence on total control over your company and employees and a focus on innovation can keep the clock ticking, with the sound getting sweeter by the second. It is well-known that Steve Jobs could be arrogant, dictatorial, and mean-spirited. Steve Jobs's leadership style was autocratic; he had a meticulous eye for detail, and surrounded himself with like-minded people to follow his lead

## **2.2 THE DEMOCRATIC OR PARTICIPATIVE LEADER**

**The democratic leader** builds consensus through participation. If this style were summed up in one phrase, it would be "What do you think?" The democratic style is most effective when the leader needs the team to buy into or have ownership of a decision, plan, or goal, or if he or she is uncertain and needs fresh ideas from qualified teammates. They are the leaders who seeks consultation on all major issues and decisions, effectively delegate tasks to subordinates and give them full control and responsibility for those tasks, welcomes feedback on the results of initiatives and the work environment and encourages others to become leaders and be involved in leadership development.

It is not the best choice in an emergency situation, when time is of the essence for another reason or when teammates are not informed enough to offer sufficient guidance to the leader. Seeking consultation over every decision can lead to a process so slow that it can cause opportunities to be missed, or hazards avoided too late.

### **When Is The Democratic Leadership Style Effective?**

- Democratic leadership is applied to an extent in the manufacturing industry, to allow employees to give their ideas on how processes can become leaner and more efficient.
- Democratic leadership is effective in professional organizations where the emphasis is clearly on training, professional & leadership development and quality of work performed.
- Nonprofit organizations also tremendously benefit from drawing upon the creative energies of all their staff to bring about cost cutting techniques or fund raising ideas.
- Creative industries such as advertising and television enjoy a lot of benefits from the free flow of ideas that democratic leadership brings.

## **EXAMPLE**

### **BILL GATES**



Bill Gates was a man, famous for his democratic management style at Microsoft. He has actively involved employees in key management and strategic decisions. Most of his time is devoted to meeting with customers and staying in contact with Microsoft employees around the world via e-mail. One good example of it would be *Bill Gates*, where he spends his time communicating with his information technology specialists about how the new products he makes can be woven into the industry standard products. (Schlender 2002) Bill Gates is consistently the richest man in the world; and the co-founder of Microsoft, the creator of the commonly used Windows. He is best known for being the entrepreneur that revolutionized the computer industry.

## **2.3 THE BUREAUCRATIC LEADERS**

The bureaucratic leadership style is concerned with ensuring workers follow rules and procedures accurately and consistently. Bureaucratic leadership normally has the following characteristics: Leaders expect employees to display a formal, business-like attitude in the workplace and between each other. They gain instant authority with their position, because rules demand that employees pay them certain privileges, such as being able to sign off on all major decisions. As a result, leaders suffer from 'position power. Leadership development becomes pointless, because only titles and roles provide any real control or power. Employees are rewarded for their ability to adhere to the rules and follow procedure perfectly. The bureaucratic way of working hampers employee's efforts to become successful and independent, because the system becomes too constraining. A lack of growth in the business

due to employees simply not thinking out of the box or looking for new areas to develop so lake of creativity exists.

### **When Is The Bureaucratic Leadership Style Effective?**

- Governmental bodies often have bureaucratic systems, and while these are often despised by the public, they ensure accountability to the tax payer and fair treatment for all.
- Dangerous workplaces such as mines, oil rigs, construction sites and film sets all benefit from the tight control over health and safety that rules offer.

### **EXAMPLE**

CHIEF JUSTICE OF PAKISTAN TASSADUQ HUSSAIN JILLANI



Justice Jillani was born on July 6, 1949. Tassaduq Hussain Jillani – nicknamed “the gentleman judge” for his mild manner – is expected to maintain the court’s focus on rights but steer clear of intervening in government policy. He beleive “If the courts fail to maintain this delicate balance, none else but people’s confidence in the judiciary would be the worst victim.”

## **2.5 THE LAISSEZ FAIRE LEADERS**

These are the leaders who leave it on the team members to do the work which they are supposed to. Laissez-faire leaders allow their subordinates to work under their own direction to achieve a more general set of goals. Laissez-faire leaders may think that interfering less with the work environment enables employees to focus more intently. Laissez-faire

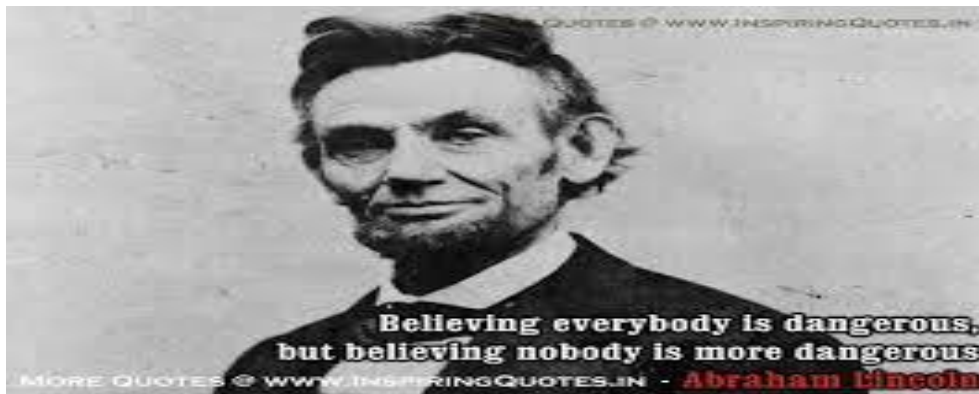
leadership generally works best when group members are knowledgeable and experienced, as well as used to working as a team. One pitfall of the laissez-faire leadership style is, Productivity may suffer when the laissez-faire leadership style is implemented if group members lack the expertise required to accomplish assigned objectives.

### **When Is The Laissez Faire Leadership Style Effective?**

Laissez-faire leadership works well in a creative environment like in Television, advertising companies etc, where employees are free to implement innovative solutions.

### **EXAMPLE**

ABRAHAM LINCOLN



Abraham Lincoln exercised a laissez-faire leadership style, focusing more on empowering and delegating rather than coercing. At the time Lincoln took control on united states Lincoln's approach was to build a management team of advisers that included party leaders representing all factions and diverse regions of the county. He wanted creative, strong-willed individuals around him so that they could all come to an agreement on country's missions and values.

## **2.6 THE SITUATIONAL LEADERS**

As the name suggests, situational leaders is not associated with any kind of style. It is adopted when a leader changes types of leadership styles in order to get the work done considering the situation.

Situational leaders adjust their leadership style according to the behavior and skill level of the employees. a situational leader employs with highly skilled and committed workers can motivate the employees to work at their full potential. Situational leaders provide a supportive work environment for employees of all skill levels. A motivating and supportive

Work environment can help increase productivity. Situational leaders can increase productivity for the organization.

Using the situational leadership approach can build morale among employees and create a productive environment. When working with people who are striving to meet your expectations, consistency is crucial. If situational leadership is applied to a management situation inexpertly, the result can be visible behavioral inconsistency on the part of the supervisor. Employees may not know what sort of response to expect from the manager from day to day, potentially creating an environment of fear and uncertainty. When applying situational leadership techniques, make sure that you are not altering your personality -- merely your words.

### **When Is The Situational Leadership Style Effective?**

Effective leaders smoothly switch between styles as situations call for different approaches. They understand when following the rules exactly is necessary and times when more flexibility will work best.

## **2.7 THE CHARISMATIC LEADERS**

In charismatic leadership, the leader puts in energy and enthusiasm into the project of the team. He does motivate and helps employees; though he may, at times, tend to boast much about his leadership skills and capabilities.

This leadership style is very effective at maintaining control over a large number of people. A charismatic leader can act in a many different ways within a group. They could favor a more democratic approach, taking the input of subordinates into consideration, or they may take a more absolute approach and make decisions by their own logic alone.

### **When Is The Charismatic Leadership Style Effective?**

The values of the Charismatic Leader are highly significant. It is effective for building a group, whether it is a political party, a cult or a business team, if they are well-intentioned towards others, they can elevate and transform an entire company. If they are selfish and

Machiavellian, they can create cults and effectively rape the minds (and potentially the bodies) of the followers.

### **EXAMPLE**

ADOLF HITLER



If you win, you  
need not have to  
explain...If you  
lose, you should  
not be there to  
explain!

- Adolf Hitler

According to the historian, HITLER has a charismatic personality and he has a clear vision and a mission on a subject and the determination to convince the world of that mission. Oxford trained historian [Laurence Rees](#) is aware of this ambiguity and starts his lecture with a brief clarification of his choice of word. “Charisma” for him is value-neutral and he uses the term only in a descriptive way to evoke the personality traits that made Hitler the strong and unquestionable leader that he was.

### **3 CONCLUSION:**

The results of this study support the importance of the manager’s leadership style and span of control in creating a positive work environment. These findings reaffirm the need for organizations to provide mechanisms to help managers become more effective leaders.

Organizations should design and implement management training and development programs that focus on effective and facilitative leadership styles, such as a transformational style of leadership. Leaders make a difference to organization and its performance. Their style of functioning determines the impact on their own and subordinates effectiveness. The group size also has a significant impact on leadership effectiveness. The smaller the group size, the better the performance of the leader.

Moreover, leadership style depends on leaders and organization conception of what leadership is? And on the leader choice of leadership method. So a leader can adopt one of the varieties of style. Remember there is no any specific style of leadership which best suit for narrow span



of control for an organization. So, to be a successful leader, a manager of any organization should must know which leadership style to follow in any given situation, to get things done!

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**Leaders and their styles in the organization of narrow span of control. Q & A with Ali Iqbal, Director of College of Banking & Finance.**

Q: What is your opinion about different styles of leadership?

A: Almost all leadership styles suit one or the other situation, there is no one style that good or bad. One situation suit one style or another style may not be suited for it.

For example if you are over senior project at lower level you may be a transactional leader whereby you are conducting a transaction. However if you are leading a group of volunteer you will have to be more visionary, you will have to be more charismatic. For a charismatic leader will suit where volunteer work is being done

Q: Do you think there is a difference between manager and leader?

A: Immensely, manager manages to get things done; leaders make vision and make people do something that is quite contrary to what they want to do. so leaders lead rather than listening to the people they have their own piece at ambition that this is what the words should be all about and their thinking about their own vision. they lead the people or they convince them either through charisma or through transaction. making them to what they may or may not want to do

Q: Which style of leadership you prefer?

A: I assume different style, mostly autocratic and depending where you are. if you are running a business and you are dealing with people who are suppose to do a certain job. you can get away the autocratic or bureaucratic styles. However if you are giving a vision to someone

For example, if you are dealing with a student it is totally different that's why you will have to transform yourself into becoming a transformational leader. leaders at the lower level since they are faced so many different task they will assume different styles. We should rather say at the lower level most of us are the managers whereby managed to get things done rather than lead.

Q: Which style of leadership is best for narrow span of control?

A: As far as the narrow span of control where lesser number of people that you will be directing so you can be more hands on or you can be more autocratic. You can become a coach in that sense. At the same time you can be more participative so you can have a person who can take every one together and make them participate in the decision making process to get things done.