

Leadership Styles

Source: Opra Consulting Group – Genesys 15FQ+ personality assessment

Based on the work of the American Organisational Psychologist, Bass, the leadership scales are designed to describe the various styles someone may adopt when managing others.

Directive Leader

Directive leaders are characterised by having firm views about how and when things should be done. As such, they leave little leeway for subordinates to display independence. Being highly goal orientated and particularly concerned with results, the Directive leader will closely monitor the performance of others, and will be led by their own opinions rather than invite others to contribute their ideas. This approach may prove problematic should their own judgement and abilities be called into question.

Delegative Leader

As the name suggests, the Delegative leader is characterised by delegating work to subordinates. As they are not greatly democratic in their approach, the process of delegation will typically involve little consultation with subordinates as to how projects should be conducted. Once the work has been assigned, subordinates will be expected to work with the minimum of supervision. Although such a leadership style may not be everybody's preference, those who are naturally independent may enjoy the freedom allowed by such managers.

Participative Leader

Participative leaders are primarily concerned with getting the best out of the team as a whole rather than the individuals within the group. Hence, their style is to encourage the contribution from all members of a team, and through consensus, establish the best solutions to problems as they arise. The Participative leader tends not to impress their own wishes and opinions onto others, but will see their own role as an overseer governing the democratic process. This will involve ensuring each member of the group is given the opportunity to express their opinion, and that no one member imposes a disproportionate influence on group decisions.

Consultative Leader

The Consultative leadership style combines elements of both democratic and directive leadership orientations, and is characterised by a leader who values group discussion and will encourage the individual contribution of team members. At the conclusion of all debate, the Consultative leader will typically make the final decision. Hence, the effectiveness of this type of leadership style is very much dependent upon the individual's ability to weigh up the advantages and disadvantages of each idea produced by the team.

Negotiative Leader

The Negotiative Leader motivates subordinates by encouraging them, through incentives etc., to work towards common objectives. Hence, through a process of negotiation, attempts will be made to arrive at some mutually equitable arrangement with the other members of the team so as to coax them to work in a particular way.

The Negotiative Leader will rely heavily upon their skills of persuasion to achieve their stated goals. They will also use their well-developed image-management skills to enable them to modify their approach depending upon the circumstances in which they find themselves. This ability, coupled with a strong desire to achieve, will mean that they may, on occasion, use unconventional methods to achieve their desired objectives.