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Introduction to Business

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Building the Future of Business

Chapter 8
Leadership in Management

Section 8.2
Leadership Styles

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Section 8.2

Leadership Styles

Reading Guide

Read to Learn

- Identify and describe the autocratic, democratic, and free-reign leadership styles.
- Describe the self-managed team approach and the two ways in which such an approach is organized.

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Leadership Styles

Reading Guide

The Main Idea

Leaders differ in the leadership styles that they use. Autocratic, democratic, and free-reign leadership are common styles. The leadership style that should be used depends on the work to be done and the type of worker being managed.

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Leadership Styles

Reading Guide

Key Concepts

- Types of Leadership
- Leadership in Teams

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Key Term

autocratic leadership

a leadership style in which one person runs everything and makes all the decisions without consulting others

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Key Term

democratic leadership a leadership style in which managers work with employees to make decisions

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Reading Guide

Key Term

free-reign leadership a leadership style that requires the leader to set goals for managers and employees and then leave them alone to get the job done

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Reading Guide

Key Term

delegating giving managers and employees the power to run things and make decisions

self-managed teams work groups that supervise themselves

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Types of Leadership

Different leaders have different styles.

Some leaders rule with strict discipline while others leave employees alone to do their work.

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Autocratic Leadership

A leader with an **autocratic leadership** style assumes that others must have decisions made for them.

Key Term

autocratic leadership a leadership style in which one person runs everything and makes all decisions without consulting others

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Autocratic Leadership

Autocratic leaders may find that many people do not like to work for them.

This style of leadership may be useful for firefighters, combat troops, and police officers.

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Democratic Leadership

In a **democratic leadership**, new ideas are encouraged.

Key Term

democratic leadership
a style in which managers work with employees to make decisions

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Democratic Leadership

In a democratic leadership, the leader still makes the final decision.

A democratic leader assumes that people have ideas and are inclined to contribute.

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Free-Reign Leadership

Another name for **free-reign leadership** is hands-off leadership.

Key Term

free-reign leadership
a leadership style that requires the leader to set goals for managers and employees and then leave them alone to get the job done

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Free-Reign Leadership

Free-rein leaders have no problem **delegating**.

Free-rein leaders are involved in broader decisions.

Key Term

delegating
giving managers and employees the power to run things and make decisions

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Reasons for Delegating

- Managers do not have time to do everything.
- Managers can focus on more important work.
- Employees have more ownership of the production process.
- Employees have a chance to develop their own potential.

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Leadership in Teams

Many companies put workers in **self-managed teams**.

Key Term

self-managed teams
work groups that supervise themselves

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Self-Managed Teams

The use of the self-managed team approach started in Japan and came to the United States in the 1980s.

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Self-Managed Teams

In a self-managed team, the leader is a team player rather than a boss.

The leader learns a range of jobs instead of just one.

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The Organization of the Self-Managed Team

Self-managed teams are organized in two ways:

1. The team selects one leader.
2. Each team member employs specialized skills, but there is no team leader.

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The Organization of the Self-Managed Team

The theory behind self-managed teams is that the whole is greater than the sum of its parts.

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Advantages of Self-Managed Teams

- They are more goal-oriented than task-oriented.
- Team members have a chance to learn each other's job and obtain new skills.
- Team members learn to participate and cooperate.
- Self-managed teams learn to solve their own problems

Disadvantages of Self-Managed Teams

- Some people do not have the skills and initiative to work together productively.

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1. In which situations is an autocratic style of leadership useful?

when dealing with unmotivated or unskilled employees or in emergency situations

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2. Why should a manager delegate authority?

when a job is time consuming, requires special skills, or to give workers more responsibility

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3. Name a similarity and a difference between free-reign management and self-managed teams.

Both give freedom to the employee. Free-rein management involves individuals working alone. Several people are involved in a self-managed team.

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