

# Leadership Styles

ADVANCEing Faculty Program  
College of Engineering & Science  
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# Definition of Leader

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- A Leader is someone in authority who motivates others towards accomplishing a common goal.
- Respected leaders concentrate on what they *are* (such as beliefs and character), what they *know* (such as job, tasks, and human nature), and what they *do* (such as implementing, motivating, and providing direction).

# Manager vs. Leader

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- Managers manage tasks. Leaders lead people.
- Managers have subordinates. Leaders have followers.
- Managers are people who do things right. Leaders are people who do the right\* thing. *Warren Bennis*

*\*includes setting vision, direction, goals, plans*

# Definition of Leadership Style

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- Leadership style is the manner and approach of providing direction, implementing plans, and motivating people.
- Leaders vary their styles. A Leader is not strictly one style. Most Leaders use multiple styles; one style, however, is their dominate one.

# Leadership Styles\*

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- Authoritarian

- Democratic

- Laissez Fair

\* Kurt Lewin, et al, 1939

# Authoritarian

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- Leader tells others what he/she wants done and how to do it (without getting advice from others).
- Works well if there is not much time to accomplish goals (crises, emergency or when a decision needs to be made quickly) .
- Does not work well with teams.

# Democratic

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- Leader involves others in the decision making process.
- Leader maintains the final decision making authority.
- Leader encourages participation, delegates tasks, values group discussion.
- If everything is left up to group discussion and decision, the Leader may not really lead and decisions can take a long time to reach.

# Laissez Fair

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- Leader allows others to make the decisions.
- Leader is still responsible for the decisions.
- Others analyze the situation and determine what needs to be done and how to do it.
- Leader sets priorities and delegates.
- Leader has little control. Others have little direction or motivation. Others must be motivated and capable.

# Gender & Leadership Style

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## ○ Gender Schema

- Boys are taught to win.
- Girls are taught to take turns and play nice.

○ Authoritarian Style aligns with traditional male behavior.

○ Democratic Style aligns with traditional female behavior.

# Leadership Style Assessment

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## ◎ Online Quiz:

<http://psychology.about.com/library/quiz/bl-leadershipquiz.htm>

# Future Reading

- The Department Chair as Academic Leader (*Irene W.D. Hecht, et al*)
- Political Savvy: Systemic Approaches to Leadership Behind the Sciences (*Joel R. DeLuca*)
- Mentoring Women into School Leadership (*Mary E. Gardiner, Ernestine Enomoto*)
- Becoming Leaders Workshops (*Mary Williams, Carolyn J. Emerson*)
- Leadership Without Easy Answers (*Ronald A. Heifetz*)
- Influencing People (*Roy Johnson, John Eaton*)
- Leading Academic Change: Essential Roles for Department Chairs (*Ann F. Lucas*)
- Strengthening Departmental Leadership: A Team-Building Guide for Chairs in Colleges and Universities (*Ann F. Lucas*)

Questions?

# Upcoming Events

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- ◉ December Faculty Lunch at the Ropp
  - Tuesday, Dec. 15 – Art of Networking
- ◉ Mentoring Program (brochure)
- ◉ Grant Writing Activities
  - External Review Program (RFP)
  - Federal Workshop
- ◉ COES Teaching Workshop – Monday, Nov. 30
  - Burks Oakley