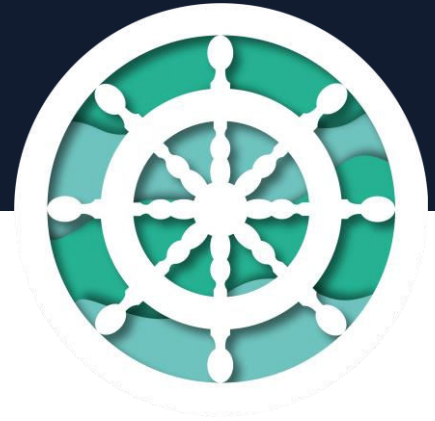


Live better with EAP!

Lh

LIGHTHOUSE

Support for managers



November 2023



LEADERSHIP STYLES AND LEVELS - THE KEY TO EFFECTIVE MANAGEMENT

In effective management, the manager's leadership skills are crucial. Managers can choose between a number of existing leadership styles – depending on the context and needs of the organisation. Below is an overview of the levels and styles of leadership, it can help identify areas for change and improvement.

MAXWELL'S LEADERSHIP LEVELS

Level 1: position

At the first level of leadership, there are individuals who lead the team based on their position. However, at this stage, they are not yet considered leaders, they only perform managerial tasks, employees are seen by them as subordinates and not team members. A higher position gives them some authority, but does not necessarily affect leadership skills.

Level 2: permission

At the second level of leadership, interpersonal relationships play a key role. The manager gains the trust of the team by showing affection and respect, and this creates a solid and lasting relationship. In doing so, they gain the loyalty and commitment of their employees.

Level 3: production

The third level of leadership is characterised by a focus on results. The manager must not only create a pleasant working atmosphere, but above all achieve business objectives. The leader becomes credible when employees see positive results. At this stage, the manager becomes the initiator of change, gets involved in problem solving and makes important decisions for the organisation.

Level 4: people development

At the fourth level of leadership, the manager's role is to invest in the development of their subordinates. In addition to delegating tasks, the leader supports employees in developing their leadership skills. This level is about delegating power to others and enabling them to grow. By investing in the development of subordinates, the manager strengthens relationships, loyalty and improves the quality of work.

Level 5: pinnacle

At the highest level of leadership, the manager becomes a mentor and creates a new quality of management. Their role is to shape new leaders and create top-level organisations. In this case, the manager uses his or her personal authority to inspire others to develop and succeed.



EAP E-MAIL



EAP HELPLINE

EAP WEBINARS

1. Log on to our portal:
www.myeap24.pl
2. Browse through our upcoming webinars and sign up
Inspire yourself to change for good.

For more inspirati ons for managers check out our website:

www.myeap24.pl

Enter > KNOWLEDGE BASE
> MANAGER



November 2023

LEADERSHIP STYLES

Depending on the context and needs of the organisation, managers may adopt different leadership styles. Here are three classic styles distinguished by Kurt Lewin, the father of social psychology:

Autocratic style

The autocratic style is characterised by the centralisation of power and the imposition of working methods. Decisions are made on a one-person basis, with very limited staff participation in the decision-making process. The leader maintains a distance from subordinates and focuses on controlling them.

Democratic style

The democratic style is dominated by cooperation. The leader involves the team in decision-making, delegates authority and creates good relationships with employees. There is a strong emphasis on equality in this leadership style.

Delegative style (laissez-faire)

The delegative style involves leaving employees free to make decisions and do their work. The leader does not interfere in their actions and does not impose his or her will. This style is only effective in the short term, as a lack of control and coordination can lead to chaos.

SITUATIONAL LEADERSHIP

The situational leadership model, developed by Blanchard, is a management approach that emphasises adapting leadership style to a particular situation or group of employees. It is a flexible model, which assumes that there is no one ideal leadership style to fit every situation. Instead, leaders should analyse the conditions and needs of employees on an ongoing basis to choose the best style. This approach helps to increase employee engagement, improve efficiency and achieve better results.

Blanchard defined four main leadership styles differentiated in terms of employee support and directiveness:

Directing style – high directive, low supportive

This style is characterised by a strong task focus and a weak people focus. It works well in situations where employees need clear and specific instructions. The leader defines the objectives and methods to achieve them and controls the process.

*Do you want to change something in your management style?
As part of the EAP24 Program, you can benefit from managerial support.*



EAP E-MAIL



EAP HELPLINE

EAP WEBINARS

1. Log on to our portal:
www.myeap24.pl
2. Browse through our upcoming webinars and sign up
Inspire yourself to change for good.

For more inspirations for managers check out our website:

www.myeap24.pl

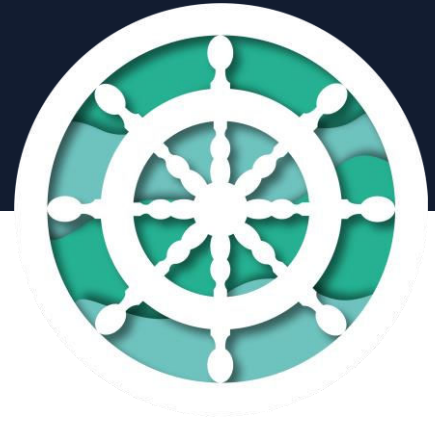
Enter > KNOWLEDGE BASE
> MANAGER

Live better with EAP!

Lh

LIGHTHOUSE

Support for managers



November 2023

Supporting style – low directive, high supportive

This style is characterised by a weak task focus and a strong people focus. For employees in need of emotional support and recognition, the leader takes on the role of mentor and motivator. The manager acts as a consultant during decision-making and helps solve problems while adopting the employee's way of doing things.

Coaching – high directive, high supportive

This style is characterised by a strong focus on both tasks and people. The manager indicates the course of action and direction. He or she is the decision-maker and bears responsibility for the solution and how the task is carried out. At the same time, they support the employee, encourage participation in the process and consult with them on actions and decisions.

Delegating – low directive, low supportive

This style is characterised by a weak focus on both tasks and people. If the employee is independent, the manager can delegate responsibility for decision-making and task performance, holding the employee accountable only for results.

TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP

Transformational leadership is based on the values and vision of the leader. The manager inspires, motivates and convinces others of his or her vision. Their goal is to win supporters and pursue a common mission. A transformational leader is characterised by an individual approach to employees. He or she provides an idealised example for the other members of the group.

Transactional leadership, on the other hand, focuses on day-to-day operations and making a profit. The transactional leader motivates employees through a system of rewards and punishments. Their focus is on clear instructions, procedures and an employee monitoring system. Transactional leadership emerged as the antithesis of transformational leadership.

Both these models were created by Bernard Bass.

In summary, managers play a key role in organisations and their leadership skills have an impact on the effectiveness of the whole team. The choice of leadership style should be tailored to the conditions and needs of the organisation, and leadership should inspire others and create lasting relationships.

Get inspired!

- Book: [Transformational Leadership](#)

Contact EAP24 and benefit from psychological and/or managerial support.



EAP E-MAIL



EAP HELPLINE

EAP WEBINARS

1. Log on to our portal:
www.myeap24.pl
2. Browse through our upcoming webinars and sign up
Inspire yourself to change for good.

For more inspirati ons for managers check out our website:

www.myeap24.pl

Enter > KNOWLEDGE BASE
> MANAGER