



Leadership Styles and Traits in Cross- Cultural Settings

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What we need to know

Here are all the points this PowerPoint aims to cover from the BME Y12 Syllabus.

- adapting leadership styles in a cross-cultural setting, including:
 - autocratic
 - participative
 - situational
- leadership traits needed in a cross-cultural setting, including:
 - skilled communicator
 - socially aware
 - skilled decision maker
 - future thinker
 - self-discipline
 - responsible
 - motivational






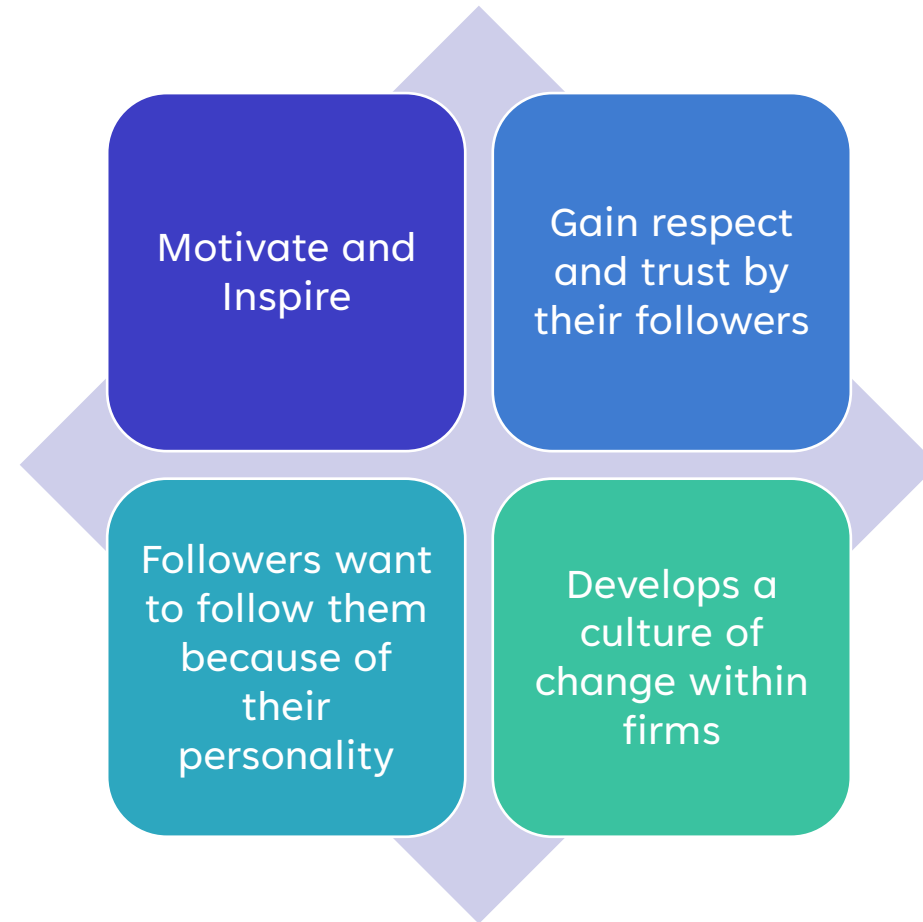
Leadership

Leadership is defined as the ability for an individual to inspire, guide and motivate other individuals, teams or entire organisations to achieve objectives and goals.

It involves:

- Getting others to follow your directives.
 - The use of authority in decision making.
 - An ability to achieve effective performance in others.
 - Accountability and responsibility.
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What do
Leaders do
differently from
Managers?



What do Managers do differently from Leaders?



Direct and Monitor



Listened to by followers
because they must

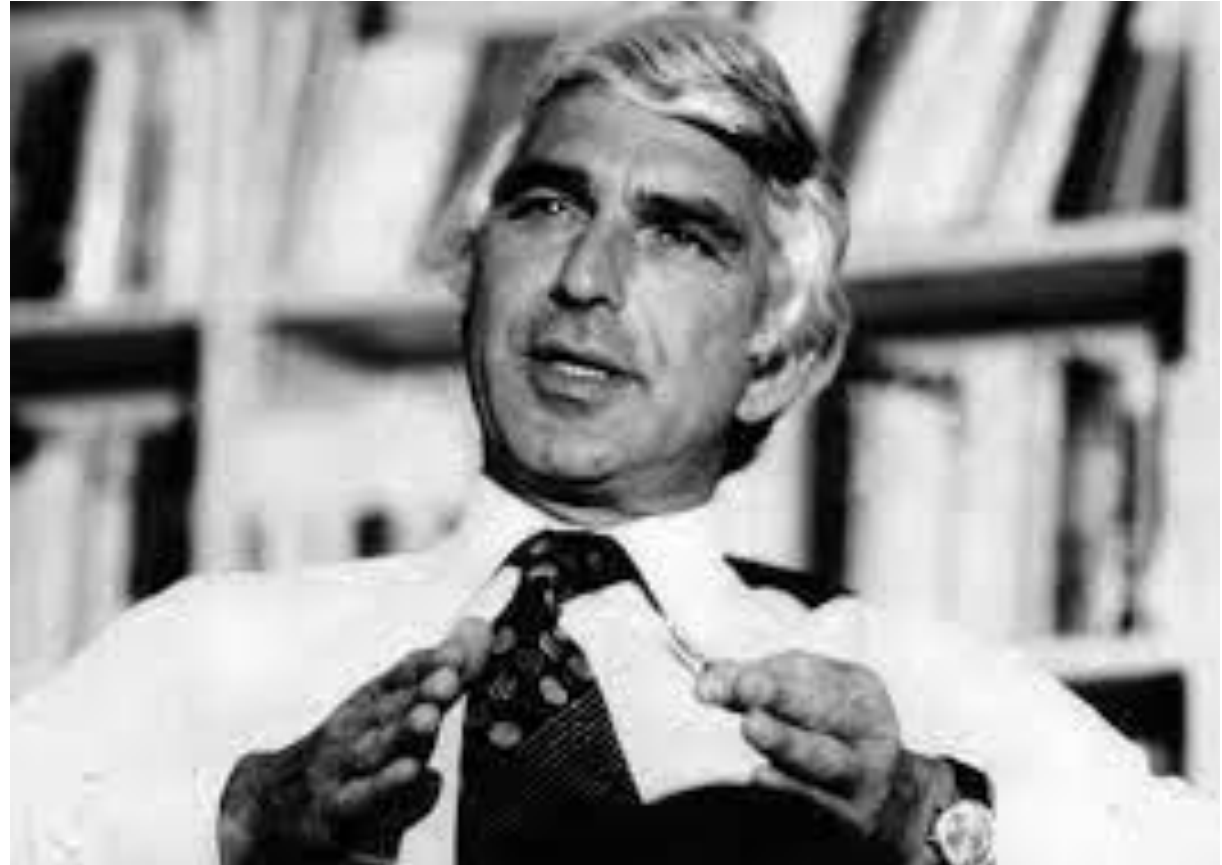


Accepts and conforms
to the norms of firms



“Management is doing things right, leadership is doing the right things.”

- **Warren G. Bennis**





Autocratic Leadership

A management style wherein the leader assumes all authority and control over decision making, for both policies and procedures.

Characteristics:

- **One-way communication style**, involving minimal consultation with Staff.
- Clearly **defined** and strongly enforced **chain of command**.
- **Leader dictates** work methods and processes, making all decisions.

Best suited for:

- **Inexperienced and unskilled employees** in need of directions and guidance.
- Employees that are **extrinsically (externally) motivated**.
- Complicated situations **involving little time available**, potentially **dangerous** and/or involving **many clients**.

Autocratic Leadership (Continued)

In Cross Cultural Settings:

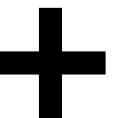
- **Standards are usually met** - unskilled workers especially from developing economics, entering up-scaled/competitive labour markets benefit from an autocratic style ensuring higher standards are met.
- **Autocratic leaders clearly articulate, display and enforce a firm's vision and objective** which helps new workers from different backgrounds and cultures coherently understand the firm. Helps increase efficiency and productivity.
- **When strict discipline is required.**

Advantages

- **Ensures businesses stay on track in alignment with their vision** – as firm would adhere to the leader's desires.
- **Reduces bureaucracy** by promoting quick decision making (from the leader deciding everything).
- **Clearly defined structure and procedures** for employees to reference and follow.

Disadvantages

- **Less creativity and reduced freedom for employees** – as this leadership style typically results in micromanagement rather than delegation.
- **Disempowers workforce** as leaders decide policies and procedure without consultation.
- **Can be perceived as confronting** and lead to a lack of trust within employees.
- **Increases conflict** between management and employees.





Participative Leadership

A managerial style which invites input from employees in decision making and delegation of tasks, however the final decision is made by the leader. The will of the employees is typically incorporated into their decision.

Characteristics

- **Seeks external input** in decision making.
- Tends to solve **short-term problems**, rather than create long-term strategy.
- **Two-way communication** between staff and leader, allows for feedback.

Best suited for:

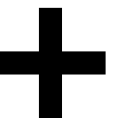
- **Experienced and skilled employees** who want to provide input into decision making and provide their own solutions.
- **Employees who are intrinsically (internally) motivated.**
- **When the firm isn't experiencing any time sensitive tasks.**

Participative Leadership (Continued)

In Cross Cultural Settings:

- **Incorporates new workers** into the decision-making process, **allows for different cultures and needs.**
- Creates a greater level of involvement from a **diverse number of firm stakeholders towards a shared vision.**

Advantages	Disadvantages
<ul style="list-style-type: none">- Problem solving is improved as decisions are made closer to the source of problems.- Motivates employees – as they feel empowered due to increased input.- Greater levels of input and autonomy promotes innovative thinking.	<ul style="list-style-type: none">- Time consuming with decision making delayed due to more people involved in the process. May not suit large firms.- Internal politics can be promoted, where employees bargain and argue for power or influence in decision making.- Training and development costs may increase due to employees needing the skills to make decisions.





Situational (or Contingency) Leadership

Involves a leader adapting and amending their leadership style to suit the demands and characteristics of a specific situation or scenario.

Type of Leadership depends on:

- **Culture** – the business' norms and values affect what style is appropriate.
- **Leader** – how experienced the leader is, whether employees trust them and their preferred style of leadership.
- **Organisational Structure** – whether the hierarchy of the firm is tall (many levels) or flat, and how large is the span of control (how many subordinates under the leader).
- **The task at hand**– the difficulty, and what time is available.
- **Skill level of employees.**

In Cross Cultural Settings:

- **Flexibility in adapting to changing cultural circumstances.** This could be during crises or with unskilled employees.
- Allows leaders to adopt a more **participative approach** when employees are demotivated.
- If a leader needs to **uphold standards and procedures** across employees from various cultural backgrounds, they can use a more **autocratic strategy**.

Situational Leadership (Continued)

Advantages	Disadvantages
<ul style="list-style-type: none">• Flexibility in meeting the demands of employees and customers in specific situations.	<ul style="list-style-type: none">• Behavioural inconsistency may arise from employees not knowing what response to expect from their leader.
<ul style="list-style-type: none">• Able to tailor to specific needs and wants to increase trust.	<ul style="list-style-type: none">• Can create fear and uncertainty.
<ul style="list-style-type: none">• Able to act swiftly in times of crisis when quick decision making is necessary.	<ul style="list-style-type: none">• Diverts the leader's focus away from long-term strategy.
<ul style="list-style-type: none">• Able to consult employees regarding specific/niche situations.	<ul style="list-style-type: none">• Heavy reliance on leader to know what style to implement in certain situations.
<ul style="list-style-type: none">• Suits large and culturally diverse organisations which have different levels of skills.	



Comparing Leadership Styles

	Autocratic	Participative	Situational
Decision-making	Only with leader, who tells subordinates what to do.	Leader invites external input, but still has final say.	Depends on situation
Employee empowerment	Low	Higher	Depends on situation
Best suited for	<ul style="list-style-type: none">• Unexperienced workers who need guidance, and who are extrinsically motivated.• Autonomous manufacturing that is capital intensive.	<ul style="list-style-type: none">• Experienced workers who seek to have input in decision making and are intrinsically motivated.• Firms who work in niche markets, tailoring to customers.	Depends on situation
Communication Style	One way	Two way	Depends on situation



Leadership Traits and their Characteristics

- For management and leaders within a firm to be successful at motivating employees, and meeting business objectives, they must have several qualities that make them effective at their jobs.
- In this course, there are **seven** key traits that are seen as vital for any successful business leader.

	Definition	Characteristics
Skilled Communicator	A term used to describe the ability to clearly and succinctly communicate problems, strategies, solutions, and information in a timely manner.	<ul style="list-style-type: none">• Skilled communicators should be able to get employees to participate in change and promote a firm vision confidently.• Effective communication between different cultures breaks down barriers and reduces uncertainty.
Socially Aware	A term used to describe leaders which are socially competent and emotionally intelligent.	<ul style="list-style-type: none">• The ability to understand other people's moods, behaviour and motives allow them to adapt effectively to changing social dynamics.• Ability to adapt behaviour towards other cultures is critical in improving quality of relationships within cross-cultural settings.
Skilled Decision Maker	A term used to describe a leader which makes informed and firm decisions about complex and abstract problems.	<ul style="list-style-type: none">• Operates in the best interests of a firm.• Flexibility allows them to make decisions that have balanced outcomes, which is important for cross-cultural settings.





	Definition	Characteristics
Future Thinker	A term used to describe leaders which consider multiple scenarios and the potential outcomes of their decisions.	<ul style="list-style-type: none">• Typically, visionaries and risk-takers, as they don't strictly conform to norms• Able to enter markets and business relationships which they don't expertise in or are comfortable in.
Self-Discipline	A term used to describe leaders which have a high standard of excellence through an intrinsic desire to do one's best.	<ul style="list-style-type: none">• Helps unify and direct a diverse workforce.
Responsible	A term used to describe leaders who are accountable and take liability for their decisions.	<ul style="list-style-type: none">• Tend to result in high degrees of trust from stakeholders.• Crucial to an equitable and indiscriminate workforce.
Motivational	A term used to describe leaders who can empower and inspire others to achieve their best possible performance.	<ul style="list-style-type: none">• Results in a multiplier (boost) throughout the firm's workforce.• Cross cultural business ventures can be intimidating and challenging. A motivational leader helps the firm overcome these concerns and promote productivity.

Leadership Traits and their Characteristics (Continued)

