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***Major Assignment***

***Differentiate between different leadership style:***

***1.Coercive leadership style:***

The coercive leader has a style that is best described as:  Do what I tell you, or else.  The coercive leader accomplishes tasks by bullying and sometimes even demeaning the followers.

The coercive leadership style is best used in situations where the company or followers require a complete turnaround attempt.  For example, it is effective during disasters or dealing with underperforming employees, usually as a last resort.  Under those conditions, the immediate compliance with an order or instruction quickens the road to recovery.

Unfortunately, Goldman's research indicates this style has a very negative impact on the overall work climate.  This style provides little opportunity for reward, and by demanding compliance with orders, it removes from workers all responsibilities for their individual actions.

***Here's how it can work:***

During times of crisis -- when the building is on fire, for example -- Coercive Leadership ensures that people work together and follow a single set of unwavering rules

When the workplace has become stagnant and unproductive with apathetic employees, the Coercive style has a way of shaking things up and shocking employees into a new way of working

* When it's time to give a problem employee his or her final chance at success, the Coercive Leadership style may be the only thing that can save them and salvage their ability to help the organization succeed
* Here's why it usually doesn't work:
* People feel disrespected, no value and belittled
* Team members lose all sense of accountability, believing that they are there as cogs in a machine that's being fully controlled by a dictator
* It has a way of eroding the pride people feel in their work
* There's no place for employees' understanding of "The Big Picture" in the mind of a Coercive Leader, which leads to increased apathy and disengagement.

***2.Pacesetting Leadership style:***

Among the characteristics of a pacesetting type called focusing on the brilliant realization of a complex activity. Such chiefs usually themselves submit to the employees an instance of the desired behavior. They want the company’s staff to work as hard as they do, so quite rarely delegate own powers. Striving primarily to cope with the set assignment, these businessmen are not inclined to coact with colleagues. The only exception is the exchange resources.

As a rule, a boss is obsessed with the ideas of improving and speeding up workflow. At the same time, he or she instantly identifies “bad” workers and easily finds them a replacement, not always giving chance to upgrade own status. Often, a manager cannot clearly state strategic aims and requirements to personnel, believing the latter should already know everything in the certain field. Otherwise, it is worth to consider their dismissal.

The attributes of pacesetting style offer the establishment of right and specific objectives. It is the formulation that underlies rapid victories, careful monitoring of performers and adequate adjustment of promotion strategy. Remember that the leader seeing failure is completely responsible for it. Do not be afraid to share fiasco with your team. Such maneuver may knit a crew and stimulates more quickly overcoming a stagnation period.

You should not abuse this management type, as it is advantageous only in the short term. Firstly, no leader could play the role of rescuer for a long while. This function depletes nervous system and adversely affects physical health. Secondly, laborers themselves, experiencing constant control, either start to avoid you or turn into mediocrities. Pacesetting kind does not foster initiative and independence, which negatively impact on work process.

***When to Use Pacesetting Leadership***

The mentioned category is the most effective among highly qualified and dedicated experts. It is also suitable for companies seeking to take a dominant position as fast as possible or qualitatively improve a professional level of own staff. Pacesetting works when the matter concerns technical spheres or marketing. Groups consisting of ambitious and brilliantly educated personalities, striving to get colossal outcomes, also handle it.

But such leadership absolutely does not justify itself, if a boss is not able to cope with the amount of operations alone. Experts advise choosing a different method of management when your workers need clear instructions and agreed action. When conditions are not perfect, the growth of the company generally is prolonged, then adherence to this style is fraught to a negative effect.

In the team, a feeling of depression and enervation increases. The chief does not trust his/her wage-earners because he or she sees only weakness in them. Proceeding from given erroneous assumption, businessmen could impede the implementation of innovative approaches, underestimating them in their true worth. Staff is aware they betray a leader, not sharing the spirit of competitiveness.

***3.Authoritative Leadership style:***

Authoritative Leadership is characterized by a high degree of personal power of the head: the head determines all the strategies of the group; no authority is delegated to the group. This style of leadership is characterized by the centralization of power in the hands of one leader, the administration rate and the restriction of contacts with subordinates. Such a manager makes decisions alone, without giving the initiative to subordinates, he is categorical and the main content of his activities are orders and commands. Authoritarian leaders are often meet in the military, dictatorial and many other organizations, in youth groups, families, etc. In fact, the prevalence of this type of leaders has generated considerable interest among social scientists and has raised concern among social reformers.

By authoritative (visionary) category means a set of procedures through which a bellwether is guided by own knowledge, interests, and goals. It is used to solve current issues and supposes a great distance in education between a board and the staff, as well as the material motivation of workers.

With this approach, the passivity of performers, fawning, servility, and self-isolation are inevitable. An exchange of information is limited. Individuals hide their shortcomings during workflow and their gaps regarding certain data. Persons distort a real state of things, which leads to decrease in the quality of activity. In the authoritarian leadership style, a closed circle of distrust and mutual discontent is formed.

A theoretical basis of authoritative type is the theory of “X” and “Y” by Douglas McGregor. The first describes a sort of manager that implements directive methods because he or she refers to laborers in disbelief. This concept proceeds from the notion that personnel are inert resource, existing only to fulfill assignments set by the boss. The second one leaves a certain amount of freedom and independence for wage-earners necessary in order to manifest own creativity.

***Examples of Authoritative Leaders***

Although visionary style could sometimes be fruitful, there are often cases when it brings troubles to the company. Researchers have found authoritative approach often leads to a lack of creative solutions to ongoing challenges. Despite the fact that some potential “traps” have already been laid, managers must learn to use this type’s elements with intelligence.

Nelson Mandela spent 27 years in prison, which did not stop him from becoming president of South Africa and a Nobel Peace Prize laureate. This authoritative person was distinguished by charm, generosity, unbending will and sense of humor. The most famous revolutionary in the history of mankind, Ernesto Che Guevara, possessed excellent creative thinking, which was useful to him both in a peaceful life and in armed confrontations. Sir Winston Churchill, of course, has acquired the reputation of a great authoritative person. An unsurpassed speaker, he was able to confidently stay in the public and easily mastered its attention, which enabled him to effectively communicate his thoughts

***4. Affiliative Leadership style:***

Affiliative Leadership is one of those management styles in which leaders abstract from management as such and allow group members to make their own decisions. Researchers have found that, as a rule, this style of management leads to low productivity of each member of the team. Usually, this style of management is characterized by the following features:

insignificant number or complete absence of instructions from the head;

for subordinates, there is a complete freedom of action in the course of decision-making;

tools and resources necessary to solve the tasks of the team are provided by the manager;

members of the group solve problems independently.

The indicated style implies a behavior pattern, based on the transfer of assignments to workers, who assume a part of the responsibility for their implementation. The chief gives them almost complete freedom of action. He or she retains functions of a consultant and an arbitrator evaluating the results obtained.

This type of leadership was first developed by famous D. Goleman in the early 21st century. He said that an affiliative category is designed for managers who are well-versed in the situation and are able to recognize the maturity levels of own staff. It could talk about delegation only if we deal with highly qualified experts.

Rewards or sanctions recede into the background in comparison with inner satisfaction that wage-earners receive from realizing their potential and creative capabilities. Laborers are spared from constant monitoring and independently are trying to find ways to reach the desired objectives within the framework of the delegated powers. They do not suppose that the boss has already thought of everything and assured necessary conditions for this process.

The affiliative topper, primarily, is associated, with the term “harmony”. Such individuals use personal qualities for amicable and quick resolution of controversial situations. Their priority task is to form teams that could work together to accomplishing certain goals. But similar chiefs must recognize that conflict resolution is not only their function. They are obliged to focus on training workers in effective peaceful methods of discussion.

Motivation serves both compliance with adopted criteria and interest in a strong relationship between colleagues. This style stimulates support of a corporate spirit and inspires to the maximum return. However, the corresponding type may lead to complacency and, consequently, low productivity, if leaders are not vigilant. Thus, people who prefer it should balance between criticism and upbringing.

Akin bellwether acts mainly as an intermediary in relations with different divisions. He or she is inconsistent, easily influenced by others and inclined to give way to circumstances. With the dominance of this style, the head is not sufficiently demanding of workers, often avoiding drastic measures.

***Affiliative Leadership Style Examples***

The application of this style is becoming more widespread due to the growing scale of scientific and technical activities. Therefore, correctly conceived tactics of affiliative supervision help to prevent psychological problems and create a harmonious atmosphere within a firm. Personnel should feel at home, solving difficult working issues.

Identify and resolve interpersonal confrontations. This technique is considered the most effective when you notice positive traits in people and accept workers as they are. Encourage others to coact in peace and harmony.

Be sympathetic. Do not spare time for frank conversation. You have to comprehend a person and his/her feelings, learn to empathize. Be interest when something is not working out in the team. Try not to set the company’s aims above the well-being of its wage-earners.

Trust your team. Believe that your crew will work well if it is treated politely. If you take care of own staff, they will answer you with devotion and high productivity.

Establish personal connections. You should go with colleagues on excursions and picnics as much as possible or to have dinner together.

Arrange corporate events. Think about carrying out collective “adventures”: parties, summer trips to nature, celebrating birthdays and anniversaries, group sports (football, paintball), a cultural program (theater visits or movies), etc.

Thus, an affiliative leadership could be attributed to one of the most effective ways of creating a reliable team of like-minded people truly interested in the company's prosperity. It will help to cope with a low level of morale due to stress or other factors. But experts advise to combine it with authoritarian and democratic methods.

***5.Democratic leadership style:***

Democratic leadership, also known as participative leadership or shared leadership, is a type of [leadership style](https://www.verywellmind.com/leadership-styles-2795312) in which members of the group take a more participative role in the [decision-making process](https://www.verywellmind.com/decision-making-strategies-2795483).﻿ This type of [leadership](https://www.verywellmind.com/ways-to-become-a-better-leader-2795324) can apply to any organization, from private businesses to schools to government.

Everyone is given the opportunity to participate, ideas are exchanged freely, and discussion is encouraged. While the democratic process tends to focus on group equality and the free flow of ideas, the leader of the group is still there to offer guidance and control.

The democratic leader is charged with deciding who is in the group and who gets to contribute to the decisions that are made. Researchers have found that the democratic leadership style is one of the most effective types and leads to higher productivity, better contributions from group members, and increased group morale.

***Characteristics***

Some of the primary characteristics of democratic leadership include:

Group members are encouraged to share ideas and opinions, even though the leader retains the final say over decisions.

Members of the group feel more engaged in the process.

Creativity is encouraged and rewarded.

Researchers suggest that good democratic leaders possess specific traits that include honesty, intelligence, courage, creativity, competence, and fairness. Strong democratic leaders inspire trust and respect among followers.

These leaders are sincere and make decisions based on their morals and values. Followers tend to feel inspired to take action and contribute to the group. Good leaders also tend to seek diverse opinions and do not try to silence dissenting voices or those that offer a less popular point of view.

***Pros and Cons of Democratic Leadership***

***Pros***

More ideas and creative solutions

Group member commitment

High productivity

***Cons***

Communication failures

Poor decision-making by unskilled groups

Minority or individual opinions overridden

***Pros***

Because group members are encouraged to share their thoughts, democratic leadership can lead to better ideas and more creative solutions to problems. Group members also feel more involved and committed to projects, making them more likely to care about the end results. Research on leadership styles has also shown that democratic leadership leads to higher productivity among group members.

***Cons***

While democratic leadership has been described as the most effective leadership style, it does have some potential downsides. In situations where roles are unclear or time is of the essence, democratic leadership can lead to communication failures and uncompleted projects.

In some cases, group members may not have the necessary knowledge or expertise to make quality contributions to the decision-making process. Democratic leadership can also result in team members feeling like their opinions and ideas aren't taken into account, which may lower employee satisfaction and morale.

Best Settings for Democratic Leadership

Democratic leadership works best in situations where group members are skilled and eager to share their knowledge. It is also important to have plenty of time to allow people to contribute, develop a plan, and then vote on the best course of action.

***6.Coaching leadership style:***

Coaching Leadership is an integral part of managing successful companies. A very important element of this technology is constructive feedback, in which the manager helps the subordinate to see a specific direction of action, causes him to make changes and improve the situation, rather than habitually go into defense. One of the practical coaching tools is the so-called "coaching wheel", which, depending on the situation, can be used to solve various tasks.

Who is the coaching leader? The coaching leader is one who pays more time and effort building up the skills, experience, confidence, and understanding of his team. This is the person who will not answer the questions himself but train his member how to respond.

How does the Leadership Coaching technique look like in practice? It is based on the following simple postulates:

The management team has a business strategy;

This strategy is not “lowered from above” and not “bought from consultants”;

This strategy was created by the management team itself (possibly in cooperation with consultants);

She has a subject (a team that identifies itself and its success with this strategy);

Team members are motivated professionals;

The leader sets tasks without specifying the way they are implemented;

Members of the team, within the framework of a shared strategy, are themselves able to clarify, specify and develop the tasks set by the leader;

Members of the team, within the framework of a shared strategy, are able to set themselves additional tasks and terms for their implementation;

The leader coordinates or corrects the most important points;

The leader says himself 20% of the time and listens to the employees 80% of the time (by the word "listens" there are not meant useless meetings or calls "on the carpet");

Of the 20% of the time when the leader says, most of the time he is asking the right questions;

When a leader asks the right questions, he aims to achieve a complete and independent understanding of the subordinates, exactly how a subordinate can solve the problem as effectively as possible (for that particular person).

***What is Coaching in Six Categories***

It is worth saying that in coaching there are six categories of behavior, such as:

MONITORING: Fact Search; Clarification - an understanding check: Generalization - information reflection; Review of progress - verification of information and understanding.

SUPPORT Hearing / Acceptance - through non-verbal (smile, encouraging nods) and verbal manifestations.

"LIFE", GIVING NEW FORCES through: - Humor, stress reduction - Physical actions or change of atmosphere - Offering a break, coffee, light food - Unexpected, unrelated questions or comments

CONFRONTATION Prescription, Direction of conversation, Expression of opinion, Check of a way of thinking or its references.

STRUCTURING Settlement, interpretation of information and condition. Conceptualization is the proposal of an acceptable framework for mutual understanding. Diagnosis.

STATEMENT OF OBJECTIVES Search for intentions, Study of wider motives.

Everyone can step onto a higher level in their personal development and give a powerful impetus to the business. We recall that while defining and harmonizing corporate strategies and strategies for personal leadership, it must always be remembered that a method that was good at a certain stage of your life and the life of the business, eventually turns into a brake on development. Constant change and self-improvement is a viable option for businesses and organizations, which will eventually become your business's support in a competitive environment.