

THE EXTRA POINT

BY JERRY ROBERTS



427 Different Leadership Styles – Part 1

There are different leadership styles and you're likely to run into all of them sooner or later. I'm Jerry Roberts and today we'll discuss that and how to react when you do. That's next on The Extra Point.

A few days ago I was reading an article on leadership style and the author listed six unique categories of leaders. It immediately brought back memories because when I was first coming up I also heard there were six: incredible, good, average, poor, terrible — and watch out.

You'll be happy to know this article went a bit deeper into the process.

Quoting Douglas McGregor, who published a book sharing his theories of management called *The Human Side of Enterprise*, the author outlined two types of managers: Theory X and Theory Y. We'll compare the two.

Theory X proponents see employees as not inclined to work hard, will avoid responsibility, and the only way you get them to really produce is to offer them some kind of reward, or just force them to do it. You have to sit on top of them all the time, and control them. These managers rule with a lot of structure.

Theory Y leaders believe workers are happy to work on their own, will be productive, and can be an asset in decision making. You want to let them figure out how to do their work on their own terms. If they see their work as fulfilling, they'll solve problems creatively.

Now, while I was describing the two theories, did you see any faces pop up in your mind? Have you worked for both types?

If you now work for a Theory X manager and it's tough, one way you can loosen them up a little is to deliver results. Heavily structured though they may be, if you prove yourself to

be someone they can count on, you may find they'll scrutinize your work less than others. I've known Theory X-style managers who were tough until you earned their trust. Then, they treated you almost more like the Theory Y leader, with more flexibility.

Let me add one qualifier to the Theory Y manager. If you work for someone who gives you a lot of room to make your own decisions, it's a good idea to get a meeting with them and have a discussion about expectations. You don't want to have all this freedom to chart your own course, then be told later on that you didn't match up to what the objectives were. There are managers who love to give freedom and be liked for doing it, but lack that internal GPS that guides them to the organization's goals.

While more leaders have shifted away from Theory X and more toward Theory Y in the past decade, most organizations are still likely to have a mix of the two managerial types. Even though the two are radically different, would you believe that both can work?

You might be tempted to think, "How could Theory X, with all of its negativity and well, manipulation, possibly work?" Because some people actually thrive under those conditions, where others would feel oppressed, suppressed, and depressed.

Theory X and Theory Y, two leadership styles we find in today's workplace. We'll have more on this tomorrow.

That's The Extra Point. Get out there and make something good happen today. For 93.3 and the Ray Gibson Show, I'm Jerry Roberts.

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