Administrative Leadership Styles

1. Directed/Authoritarian Leadership = Emphasis on Compliance, Threats, Top-Down Approach

<u>Most effective when</u>: applied to crises, simple tasks, applied to problem employees, lack of compliance may result in serious consequences

<u>Least effective when</u>: applied to complex organizations like schools and complex tasks or situations like teaching, when used with capable, self-motivated teachers. This approach may case rebellion if applied over long term.

2. Visionary Leadership = Emphasis on providing long-term direction and vision for the school or organization

Most effective when: when a new vision or clear direction are needed, when the leaders is viewed as the "expert" when there are new employees who need direction

Least effective when: leaders does not develop employees, leader is not viewed as credible, leader is trying to promote self-managed work teams and participatory decision making.

3. Relational Leadership = Emphasis on creating harmony among employees and between administration and teachers

Most effective when: used in combination with visionary, participative, or coaching styles

Least effective when: employee performance in not adequate, in crisis or complex situations, with employees who are task oriented or no interested in having a friendship with their leader.

4. **Participatory/Democratic Leadership** = Emphasis on building buy-in, commitment, and generating new ideas, providing empowering roles for teachers, parents, the community and students, opportunities for voice and invitations to engage in decision-making in the school

Most effective when: employees are competent, employees must be coordinated in their work, when leaders may be unclear about the best way forward.

Least effective when: in crisis situations, when no time is available for meetings, when employees are incompetent, lack important information, or require close supervision.

5. Quality-Driven Leadership = Emphasis on accomplishing tasks to high standards of excellence

Most effective when: employees are highly motivated and competent, a leader is managing one or a few individual workers, the organization needs to move quickly, when developing employees who are similar to the leader in terms of knowledge, skill, etc.

Least effective when: when the leader cannot do all the work him or herself, when employees need direction and or development

6. Coaching Leadership = Emphasis on the long-term professional development of employees

Most effective when: when employees acknowledge discrepancy between their current level of performance and where they want to be, when employees are motivated to take imitative and seek professional development

Least effective when: leader does not have respect of the staff, employees do not acknowledge limitations in their own performance, lack imitative and growth mindset