

The impact of different leadership styles on behavior and motivation

Based on Leary's Rose as adapted by Patrick Vermeren

Leary's Rose addresses two dimensions of behavior and describes how the one influences the other.

There are three laws:

Active/dominant behavior triggers passive/submissive behavior

When you become overly active/dominant as a leader you may create passive followers who display little entrepreneurship.

I triggers I

When you defend your own interests, ideas and solutions then others will do the same.

We triggers we

When you are open to the interest and ideas of others then they will be open to yours.

Based on the active/passive behavior dimensions, eight leadership styles are defined:

GREEN

Inspiring leadership:

With a clear why and core purpose you paint an interesting project or future which inspires people to follow you.

Coaching leadership:

You give support to help people develop; you are available and you inspire by asking questions that make people think; you validate people and you express appreciation, but you also give negative feedback in a constructive way.

Participative leadership:

You work in participation with your people. By giving people space to think and to co-create, people respect each other and take ownership.

ORANGE

Accommodating leadership:

You are very flexible in terms of rules and norms in order to accommodate co-workers. If you use this style too often, it can create problems.

Directive leadership:

As a leader you are very focused on realizing the results you want; in that sense you are very result-oriented. You are focused on your own interests and you demand obedience from co-workers.

RED

Autocratic leadership:

As a leader anger seems to be the main emotion you display toward co-workers; you force all kinds of decisions in an unpleasant way.

Withdrawn leadership:

As a leader you are personally and professionally absent; you are indecisive and you don't intervene to solve problems.

Suspicious leadership:

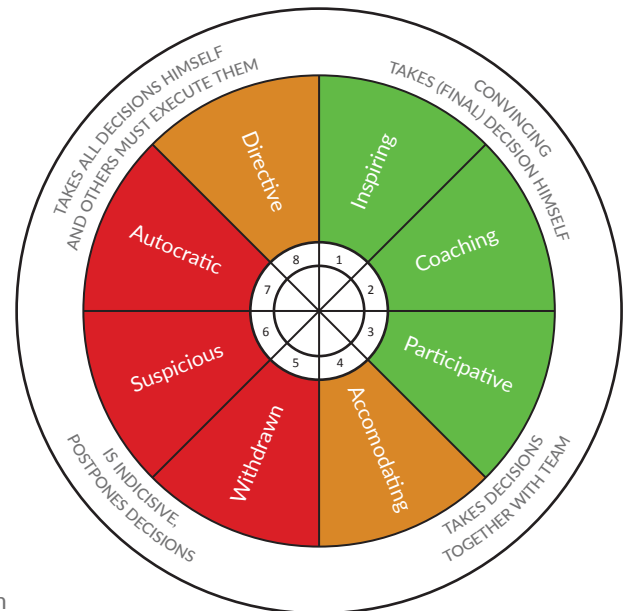
You are suspicious of the motives and intentions of co-workers; therefore, you make few decisions, you judge quickly and you focus on the negative.

The different styles are represented in the picture above. According to the current state of affairs in science and research we can state that the colors mean the following:

Green: effective leadership styles that lead to motivation and engagement.

Orange: can be effective but in limited doses.

Red: leadership styles that lead to a lack of motivation and disengagement.



The effect of leadership style on motivation, engagement and entrepreneurship is described in more detail in the table below.

Inspiring-Coaching	Inspires (vision and purpose) and/or asks questions, makes people think but makes (end) decisions on direction and playing field, leaves room for own ideas for possible solutions.	The bigger picture, the purpose, is always present in your communications. In general, this means that the why of a decision or an approach is always given. The fact that you leave space for your own ideas is very respectful to the autonomy of co-workers. In this style the common interest is bigger than the individual one which creates fairness. It also significantly influences motivation.
Participative-Accommodating	Decides together with co-workers or lets them decide in some cases.	Is highly motivating because in this style you work with the ideas of your co-workers. This shows a lot of respect and gives co-workers autonomy. Also, it expresses that you believe in people's abilities. You give help when there are problems instead of blaming or finger pointing.
Directive-Autocratic	Makes decisions themselves on all kinds of things (micromanagement) unless they are not interested in the issue. Then forces others to accept the decision and execute it.	Is demotivating as co-workers sense that they are viewed as incapable children. The lack of space to decide reduces the feeling of autonomy, mastery and purpose.
Withdrawn-Suspicious	Shows a lot of indecisiveness, postpones decisions.	This style is de-motivating as co-workers lack of structure and direction on main issues. There is no clear playing field within which actions can be undertaken. Often this leads to very passive co-workers because it is dangerous to take the initiative when the rules are not clear (you never know if you will be punished or rewarded). The other possibility is that people become active but in a critical and negative way, often resulting in informal leaders that get too much power.