CENTRE FOR INNOVATION IN PEER SUPPORT
Leadership Styles

How to Use This Resource

To Cite this Document

You may with proper citing share resources within this document for your own purposes. Please use the following citation when referencing or using any materials from this document:

Hopkins, E. (2022). Leadership Styles. Support House: Centre for Innovation in Peer Support

Legal

The views represented herein solely represent the views of the Centre for Innovation in Peer Support. Information in this document should not replace your own research and due diligence. The information used to create this resource draws on the experience of the Centre and public sources, referenced throughout. The materials in this resource are general guidelines only. This resource is not intended to provide legal advice. If there is a discrepancy between this document and any applicable legislation, the legislation will always prevail.

Acknowledgements

If you have questions about this resource, please contact
centreinfo@supporthouse.ca | **www.supporthouse.ca**

About the Centre

The Centre for Innovation in Peer Support provides both direct service and system focused supports across Ontario. The Centre for Innovation in Peer Support team has a robust expertise in the application of the *Guiding Standards of Peer Support.*

The Centre has been recognized as a "benchmark of excellence" in peer support, and meaningful co-design and engagement of people with lived/living experience and family & caregivers.

The Centre's Focus: Professional Peer Support

The Centre focuses on providing, and supporting the practice of *professional peer support*.

The practice of professional peer support is emotional, social and/or practical support delivered by mutual agreement by persons who self-identify as having lived/living with similar circumstances and/or challenges. Professional peer support workers have engaged in training and skill development to enhance their ability to support empowering and empathetic relationships with others in their pursuit of self-determined wellness and/or change (Hopkins & Gremmen, 2022).

Professional peer support is when those with personal lived/living experiences work or volunteer in designated roles in mainstream/traditional services while ensuring that the critical aspects of hopefulness, recovery-orientation, empowerment, non-judgmental acceptance, and trust are promoted within the peer support relationship. Professional peer support is an intentional service provided where there is an identifiable 'giver' and 'receiver' of care. Professional peer support workers uphold the fidelity of peer support*,* while also honouring the responsibilities of their workplace (Hopkins & Gremmen, 2022).

For more information on professional peer support, we invite you to read *Understanding Peer Support: A Proposed Core Service in Ontario* on our Resource Hub

Supporting Provincial Systems & Partners

The **Centre's Provincial, Systems & Partner** stream works within the mental health and substance use/addictions system to support peer staff, supervisors, and organizations from the approach of the *Guiding Standards of Peer Support* with a focus on professional peer support. The Centre also supports organisations to empower people with lived experience and/or family/caregiver experience through meaningful engagement and co-design.

Our full programing is offered through our **Virtual Learning Centre & Resource Hub** which supports the most current, best practices in Peer Support. Through our **Virtual Learning Centre**, we offer trainings, consultation, our peer professional development webinars, and provincial communities of practice. Our **Resource Hub** is home to our toolkits, models, and resources. All of these offerings support the implementation and practice of peer support within Ontario.

We continue to evolve, listening to input from our stakeholders across the province to identify gaps and needs within the system, and using quality improvement processes to pivot, pilot, evaluate and then scale and spread new innovations in peer support.

Supporting People Engaging in Services

The **Centre's Peer Programming** stream began as a consumer survivor initiative under the name TEACH (Teach, Empower, Advocate for Community Health) in 1999. TEACH later came to be housed at Support & Housing Halton (now Support House) and continued to evolve in order to meet the needs of our community, eventually amalgamating with Support House's peer support provincial systems & partner support program, the Centre for Innovation in Peer Support.

Today, the Centre's Peer Programming utilizes its expertise from having provided peer support services for over 23 years in the Halton-Mississauga region to offer quality programs that are designed, developed, implemented, and evaluated by people with lived experience. This stream is focused on peer-led psychosocial and rehabilitative programming. Together, we build community and connection through creating safe spaces to heal and grow for people navigating mental health and substance use/addiction challenges, as well as supporters/families.

Our History

In 2014, the Mississauga Halton LHIN Mental Health & Addictions Leadership Table began discussing future funding priorities. Peer support was identified as the main priority. After consultations and research, the Mississauga Halton LHIN created the Enhancing and Sustaining Peer Support Initiative in 2015. This initiative created peer support positions, supported service coordination, and supported the training and development of these positions across the region.

Support & Housing Halton (now Support House) became the lead agency that hired and housed the Peer Support Systems Lead and the Substance Use & Provincial Systems Lead in a program that would become the Centre for Innovation in Peer Support (Centre). This team worked to sustain the new peer support positions that had been funded, build infrastructure, and bridge the many stakeholders impacted by this initiative.

In January of 2020, the Centre amalgamated with Support House's direct-service-facing peer support program, TEACH. The Centre now has a direct service stream of peer support programming as well as a system and partners stream, which has grown beyond the Mississauga/Halton area to include the entire province of Ontario.

About Support House:

Support House is directed by our core values. They guide our agency's decisions and actions, unite our staff, define our brand, and inspire our culture. We put people first – our supports are **person directed**. We **connect and engage** and start conversations to build and maintain relationships. We focus on **health and wellness** practices to inspire our culture. All employees are required to adhere to our values-based Oath of conduct.

Introduction

There are many ways to lead, while there isn't an objective "best" way to lead, awareness of your style, alongside it's pros and cons can support your growth as a leader and the support you deliver to your team.[8] Your leadership style is influenced by your personality, experiences, those you lead, your organization's culture and the organization's goals.[2,8] You will likely learn that you utilize a variety of styles in different settings and situations or that your style has changed over time, this flexibility is a positive signal that you are able to adjust your style when a different type of support is needed by your team.[2]

This document explores three leadership theories that detail a variety of leadership styles:

Lewin's Leadership Theory

- Authoritarian, Autocratic
- Participative, Democratic
- Delegative, Laissez-Faire

Emotional Leadership Theory

- Visionary
- Coaching
- Affiliative
- Pacesetting
- Commanding
- Democratic

Transformational & Transactional Leadership Theory

- Transformational
- Transactional

Lewin's Leadership Theory

Kurt Lewin was a psychologist who led a group of researchers looking to identify different leadership styles in 1939.[4] Lewin's broad leadership styles set the stage for more detailed and defined leadership theories developed after this time.[4]

[Click here to take a quiz and explore your Lewin's leadership style.](#)

Source: (Team Asana, 2021)

Authoritarian, Autocratic Leadership

Authoritarian, autocratic leaders take it upon themselves to make decisions with minimal input from their team[5,8]. They have authority over their peers, conveying expectations and goals to their team with a clear vision of the bigger picture, focusing on results and efficiency[2,3,8]. These leaders are typically friendly, and will be personable when providing feedback, however they may also separate themselves from the group and come off impersonal[8].

Pros of this style:

- Ability to complete projects on tight deadlines[3,8]
- Helpful in times when quick decisions and decisive action is required[3,5,8]
- When the leader is the most knowledgeable person on the team this style is very successful[3,5,8]
- Useful when teams need clear guidelines or organizations have strict guidelines that must be abided by[2,3]
- Supportive in times of change[2]
- "Chain of command" and organizational communication pathways are clear[3]
- Produces consistent results and errors in implementing plans may be reduced[3]

Cons of this style:

- Reduced team input, synergy and collaboration[3]
- Does not promote creativity or innovation[3,8]
- The leader may be viewed as overbearing or controlling, which can lead to resistance from the team and increased staff turnover rate [3,8]

This Style in Action

"In disagreements within the company, my view is typically the right one."[8]

"If there are too many voices speaking, we can't get the job done."[8]

"I ignore those who have opposing opinions on a project I'm in charge of."[8]

Example: "The head of a customer service team hands out scripts to their staff for them to use on their daily calls. They emphasize that the employees are not to deviate from the script and that they must answer a certain number of calls per day to meet their quotas."[2]

Participative, Democratic Leadership

Participative, democratic leaders often have the decision-making power; however, they seek out everyone's opinions, collaborate with their team and share the decision-making responsibility.[2,3,5,8] They believe in investing time and energy into their teams with knowledge that this investment will support team goals.[5,8] These leaders engage as part of the team and do their best to share information that is relevant to team functions.[5,8] This leadership style is successful in highly skilled teams that possess the knowledge to make insightful contributions.[8]

Pros of this style:

- Increased room for collaboration, creativity and innovation leads to higher quality contributions and team members feeling empowered and engaged.[2,3,5,8]
- Trust is built among team members.[3,5,8]
- Increased job satisfaction among team members.[3]
- The whole team is aware of the wider picture and shares in accountability, productivity, and motivation to reach goals.[3,8]

Cons of this style:

- Collaboration can be time consuming; these teams are less productive than those led by authoritarian, autocratic leaders.[3,8]
- All team members have to be engaged in the decision-making process or team members can lose trust.[8]
- This style is less effective if the team is not knowledgeable on the subject matter or if quick decisions need to be made.[3,8]

This Style in Action

"If I prioritize the group's learnings, it will benefit my role."[8]

"In disagreements within the company, we should hear everyone's opinion and then come to a solution."[8]

"The more people we have working on a project, the better the outcome will be."[8]

"I welcome those with opposing views because it will make the end product better."[8]

"How do you see it?"[5]

Example: "The manager of the web development team asks the team to develop an app with a certain function for the business but leaves the team members to figure out the best way to do build the app on their own."[2]

Delegative, Laissez-Faire Leadership

Delegative, laissez-faire leaders delegate initiatives to their team and give those team members the authority to make decisions with minimal oversight or involvement.[2,3,5,8] These leaders separate themselves from the team and rarely interrupt to provide guidance or feedback to the team on the projects delegated.[8] This style is highly effective when leading very skilled, knowledgeable teams that are motivated and prefer autonomy.[2,3,5] It is highly encouraged that these leaders monitor the team's alignment with organization goals and check-in to observe performance and deliver feedback.[5]

Pros of this style:

- These leaders are generally more relaxed and easy-going.[2]
- Effective when the team is filled with experts.[2,3,5,8]
- High job satisfaction for those who value autonomy in their work.[3,8]

Cons of this style:

- Greatest potential for low productivity if team members are not self-driven.[8]
- Team members may have unclear roles and responsibilities, leading to blaming one another when goals are not reached rather than taking responsibility.[3,8]
- Unsupervised conflict may lead to low motivation and poor job satisfaction.[3]
- Can be ineffective in times of change.[3]

This Style in Action

"The group can decide what's best for them, but I expect a stellar end product."[8]

"In disagreements within the company, others can make a decision without my input."[8]

"I'll pass along resources to my team. From there, I want group members who are self-starters and can determine how to proceed."[8]

"Those with opposing views can try their methods individually."[8]

Example: "When looking to hire new employees, an HR specialist is free to source and interview candidates without the interference of the HR manager. They specifically meet with the team looking to hire a new employee to get their input and requirements to find the right person for the job."[2]

Emotional Leadership Theory

Hay McBer, a consulting firm conducted research on leadership styles based on *Emotional Intelligence*, a book by author and authority on emotional intelligence, Daniel Goleman.[1] This research involved a random sample of 3871 executives worldwide.[1] Six styles were established, based on different aspects of emotional intelligence.[1] An important conclusion to embrace is that leaders with the best results used a variety of styles to cater to the unique needs of situations they were presented with.[1] Goleman delivers this message alongside the metaphor of picking the appropriate golf club for a shot.[1]

Click here to take a quiz and explore your emotional leadership style.

Source: (Team Asana, 2021)

Visionary Leadership

Visionary (also known as autocratic) leaders have clearly mapped visions and goals and are able to engage, motivate and inspire their teams.[2,3,8] They share their rationale for decisions made rather than issue orders and support their teams in feeling confident in their abilities.[2,3] These leaders are particularly supportive in times of change, when the leader can see where the organization is heading and can support their teams in transitioning.[2,3,8] This style is closely aligned to Lewin's authoritarian, autocratic leader.

Pros of this style:
- Supportive and trusted in times of change or when things are unknown[3,8]
- Team members have a good understanding of their role and feel motivated[8]
- This leader is resilient in the face of temporary challenges as they are adept at creating contingency plans and focus on long-term goals[8]

Cons of this style:
- Less effective when team members are experts with perspectives that oppose the leader's[8]
- The leader's vision can become overly curated to their personality and working style, with a potential to reject the team's perspective[8]
- A focus on long-term goals can lead to lack of acknowledgement of short-term needs[8]

This Style in Action

"Follow Me"[5]

Example: "A sales manager is looking to increase sales at a company that has been using the same method for years. The goal is to work with the existing sales team and inspire them to increase sales and improve their performance. They introduce a more advantageous commission structure with additional bonuses for the sales team when they exceed their quarterly targets. The new incentive and possibility to earn more money excites the team to sell more."[2]

Coaching Leadership

Coaching leaders believe that their teams are full of skill and the everyone has the ability within themselves to be great at what they do with the right support of their growth and development.[5] They are able to identify the strengths and weaknesses of their individual team members and coach them to unlock their potential and support organization goals.[2,5,8] These leaders are successful when they help set goals, create opportunities for problem solving, creativity, and collaboration and are able to articulate supportive feedback.[2,8] Coaching leaders need to remember to step back and provide team members the room for autonomy, providing minimal direction, allowing their team to grow their skills.[5,8] This style is best utilized for specific projects as additional time is required to effectively coach others.[2]

Pros of this style:

- Creates an enjoyable and motivating work environment[8]
- Leads to a more skilled team of professionals able to support further coaching of other team members[8]
- More skilled professionals lead to better outcomes and the promise of skill development increases the likelihood of competitive job applicants, both creating a competitive advantage for organizations[2,8]

Cons of this style:

- If the leader is unable to provide their team members the room for autonomy to put their coaching into action the leader is seen as micromanaging[8]
- This style can be time consuming[8]
- Unsuccessful if team members are not open to being coached or there is not a positive, trusting relationship with the leader[8]

This Style in Action

"Consider this"[5]

Example: "A marketing director holds quarterly meetings with the team to review their overall strengths, weaknesses, opportunities and threats. During this meeting, the marketing director will acknowledge individuals on the team for their outstanding performance that contributed to the overall goals of the team. The director closes the meeting by setting clear and achievable goals for the next quarter. The director may also take the time to work with the team to develop certain tactics for achieving the goals."[2]

Affiliative Leadership

Affiliative leaders are focused on building supportive, collaborative and connected relationships and harmony with their team as first priority.[5,8] They believe that the key to achieving great work outcomes is to invest in the personal and professional fulfillment of their team members.[2] These leaders are involved, paying close attention to the emotional needs of their team members.[5] This style is very closely aligned with what is sometimes referred to as Servant Leadership, a term coined by Robert K. Greenleaf.[7]

Pros of this style:
- Creates supportive and collaborative teams that motivate, and empower one another, building team morale and contributing to a positive work culture[2,8]
- Particularly supportive when forming new teams or in times of crisis or conflict as those using this style are adept at building trust and reassuring their teams in times of stress[5,8]
- Leaders using this style are generally greatly respected by their teams[2]

Cons of this style:
- Harmful if there is too much focus on being a friend and productivity and organizational goals are neglected[8]
- Increased likelihood of social loafing[8]
- Hesitant to provide negative feedback leading to underperformance and lack of growth among team members[8]
- Emotional dependence is often created, creating immense challenges if the leader is unavailable or leaves their position[8]

This Style in Action

"People come first."[2,5]

Example: "A company president has one-on-one meetings with the leaders of their organization to address concerns or questions they have about the direction and functionality of the company. These meetings are intended to help get a sense of how the teams are doing and address any needs to help foster a positive environment in the organization."[2]

Pacesetting Leadership

Pacesetting leaders role model high standards of performance, productivity, and quality to inspire a motivated team.[2,5,8] They are driven and set a quick pace for their team to follow.[5,8] When team members are having difficulty meeting the pace, the leader will complete the task themselves.[8] Leaders of this style are successful when they articulate clear direction and ensure the team meets deadlines.[8] It is important that these leaders remember to allow time for rest in order to avoid burning themselves and their teams out.[5]

Pros of this style:
- Useful for fast-paced organizations that require goals to be met on time[2,8]
- A team's full capacity for skilled work can be utilized[8]
- Helpful when an organization is developing and promoting a new service or product[5]

Cons of this style:
- Team members can become stressed, burnt out, unmotivated or lose morale after working at this pace for an extended period of time or if they feel that the leader is always correcting their work[5,8]
- There may be less opportunities for creativity while being focused on deadlines and outcomes[8]
- The mentorship of individual team members is not prioritized[2]

This Style in Action

"Keep up!"[5]

Example: "The manager of a sales team sets large goals for the team and for individual members as well. To do this, the team must meet high daily and weekly goals. The manager also holds weekly meetings with members to see where they are with their goals and if they need to make any adjustments to succeed."[2]

Commanding Leadership

Commanding (also known as coercive or demanding) leaders create clear goals and outcomes for their team.[8] They expect team members to follow the policies and procedures they have structured.[8] This style is useful when teams do not have competent knowledge or skills and require significant direction.[8]

Pros of this style:
- Useful in emergencies or crisis when collaboration isn't possible, and a decision is needed[8]
- Supportive if team members benefit from clear expectations, lots of direction and structure[8]
- It is easy to see if someone is underperforming[8]

Cons of this style:
- The leader must be more knowledgeable and experienced than team members for this style to be succesful[8]
- There is no room for collaboration or engagement, removing opportunities for creativity and creating a loss of morale[8]
- The necessity for the leader to make the decisions means team members may have to wait for the busy leader to be available in order to proceed[8]
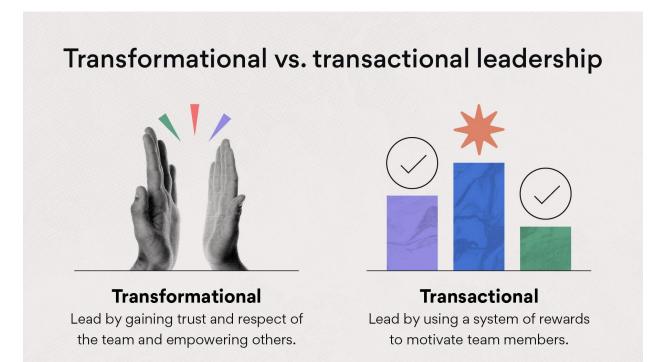
Democratic Leadership

Democratic leaders in emotional leadership theory embody the same characteristics as the participative, democratic leaders in Lewin's leadership theory (see above).[8]

Transformational & Transactional Leadership Theory

The Transformational and Transactional leadership styles were documented by Bernard M. Bass, a psychologist focused on organizational behaviour and leadership.[8] Transformational leadership grew from a concept by James MacGregor Burns.[8] Transactional leadership was initially created by Max Weber, a sociologist before being further detailed by Bass as an opposing style to transformational leadership.[8]

[Click here if you would like to purchase the multifactor leadership quiz (inclusive of transformational and transactional leadership) for $25.](#)

Source: (Team Asana, 2021)

Transformational Leadership

Transformational leaders align with four components, also known as the four "I"s: individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence.[8,6]

Intellectual Stimulation

- Challenging the status quo, encouraging their team members to seek out new opportunities to learn, grow and apply what they have learned to organizational changes[6]

Individual Consideration

- Relationships with team members are seen as a priority[3]
- Everyone's unique skills and contributions are recognized, encouraging and empowering team members[3,8,6]

Inspirational Motivation

- Team members are motivated by inspiring, clear communication and objectives that align with organizational goals[2,3,6]
- Team members feel encouraged and personally motivated by the team's shared purpose[3,6]

Idealized Influence

- This leader inspires and motivates through role modelling[3,6]
- These leaders are ethical, social engaged and demonstrate an enthusiastic commitment to their work[6]
- There is a strong foundation of mutual trust and respect from which this influence has grown[6]

Pros of this style:

- Organizational growth through the work of motivated teams[8]
- Autonomy and decision-making ability are given to team members[8]
- Team members often experience high morale, leading to lower turnover rates[3]

Cons of this style:

- Too much focus of the larger vision can lead to smaller tasks being forgotten[8]
- If the organization and leader have separate visions the team can deviate for organization policies and procedures[3]
- To be effective the whole team needs to respect the leader and everyone must agree with the approach[3,8]
- The leader may need to consistently re-energize their time and be actively involved in providing feedback which may lead to them burning out[3,8]

> **This Style in Action**
>
> "Leaders and followers help each other to advance a higher level of morale and motivation."[8]
>
> Example: "A new director of technology needs to assess the tech stack of the company. They spend the first few first months talking with different teams to determine what is working and what is not. Once they have researched alternatives for the company, they set goals for their team to bring in the new software and equipment before the end of the year."[2]

Transactional Leadership

Transactional leaders believe in the chain of command, engaging with, and motivating their team through the use of "transactions."[3,8] They set specific, measurable and timely team goals and encourage performance by following up with rewards, disciplinary actions and other incentives.[2,3,8] Contrary to transformation leadership, this leader is not concerned with making organizational changes, but rather efficiently maintaining day-to-day procedures.[3] This style is most useful when structure and accountability are needed, there are distinguishable challenges, in crisis or when specific targets need to be met.[2,8]

Pros of this style:
- Productivity and motivation can be increased[3]
- Roles are clearly defined for leaders and team members, with an established chain of command[3,8]
- This style is easily implemented and understood by teams[3]

Cons of this style:
- The team's emotional needs are generally left unmet and empathy is undervalued[3,8]
- Leadership skills of team members are not developed and innovation is minimal[3,8]
- Priority is given to short term goals rather than long term vision[8]

> **This Style in Action**
>
> Example: "The owner of a travel agency asks the team to book a certain number of trips over a three-month period. They stipulate that those who exceed their goals will get a bonus and those that fail to hit them will be put on a probationary period until they can bring their bookings back up."[2]

ADDITIONAL RESOURCES TO EXPLORE

Centre for Innovation in Peer Support's

Provincial Systems Virtual Learning Centre & Resource Hub
for Peer Supporters & Organizations

Support House's Centre for Innovation in Peer Support's full programming is offered through our Virtual Learning Centre & Resource Hub which supports the most current, best practices in Peer Support.

Through our Virtual Learning Centre, we offer trainings, consultation, our Peer Professional Development Webinar Series, and provincial communities of practice. Our Resource Hub is home to our educational toolkits, documents and videos. These offerings support the practice and implementation of Peer Support within Ontario.

Products on our Resource Hub:

- ***Characteristics of Effective Supervisors***

CLICK HERE TO VISIT OUR VIRTUAL LEARNING CENTRE & RESOURCE HUB

CLICK HERE TO VISIT OUR YOUTUBE CHANNEL

Support House   Centre for Innovation in Peer Support

1-833-845-WELL (9355) Ext 390

supporthouse.ca

centreinfo@supporthouse.ca

References

[1]Goleman, D. (2000). Leadership That Gets Results. Harvard Business Review.

[2]Indeed Editorial Team. (2020, August 24). *10 common leadership styles*. Indeed
     Career Guide. Retrieved January 10, 2022, from https://ca.indeed.com/career-
     advice/career-development/leadership-styles

[3]International Institute for Management Development. (2021). *The 4 leadership styles
     you can use & how to implement each in 2021*. International Institute for
     Management Development. Retrieved January 10, 2022, from
     https://www.imd.org/imd-reflections/reflection-page/leadership-styles/

[4]Leadership & Performance Partners. (2019, June 1). *Lewin's leadership theory
     explained*. Leadership & Performance Partners. Retrieved February 14, 2022, from
     https://leadershipandperformance.com.au/leadership-development/lewins-
     leadership-theory-explained/

[5]Martinuzzi, B. (2021, July 22). *Leadership styles and how to find your own*. Business
     Class: Trends and Insights | American Express. Retrieved January 10, 2022, from
     https://www.americanexpress.com/en-us/business/trends-and-insights/articles/the-
     7-most-common-leadership-styles-and-how-to-find-your-own/

[6]Michigan State University. (2022, January 13). *The 4 "I's" of Transformational
     Leadership*. Michigan State University. Retrieved February 23, 2022, from
     https://www.michiganstateuniversityonline.com/resources/leadership/4-is-of-
     transformational-leadership/

[7]Robert K. Greenleaf Center for Servant Leadership. (n.d.). *What is servant leadership?*
     Robert K. Greenleaf Center for Servant Leadership. Retrieved February 22, 2022,
     from https://www.greenleaf.org/what-is-servant-leadership/

[8]Team Asana. (2021, May 26). 11 *common leadership styles (plus how to find your
     own) asana*. Asana. Retrieved January 10, 2022, from
     https://asana.com/resources/leadership-styles?utm_campaign=NB--NAMER--EN--
     Catch-All--All-Device--
     DSA&utm_source=google&utm_medium=pd_cpc_nb&gclid=CjwKCAiAz--
     OBhBIEiwAG2rIOlX_hKL3DwU8NO0SfgXZf2SYJTjddp87QPFyv9KqHGUK_JqWO
     E-m8RoC2PIQAvD_BwE&gclsrc=aw.ds