

Working Styles of Successful Managers and Business Leaders: A Theoretical Study

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Abstract

This study provides a brief overview of the working styles employed by effective managers and business leaders. It highlights essential characteristics and strategies commonly demonstrated by successful leaders across various industries and organizational contexts. The study focuses on the concept of working style, encompassing patterns of behaviour, cognitive processes, and decision-making techniques utilized by managers and leaders. Key traits associated with success include adaptability, resilience, creative thinking, effective communication, and the ability to inspire and motivate others. Drawing from established leadership theories and models such as transformational, situational, and authentic leadership, the study examines different working styles and their alignment with organizational environments, team dynamics, and industry-specific challenges. Emotional intelligence, self-awareness, and relationship-building on decision-making, conflict resolution, and the cultivation of a positive work culture are the parameters of successful managers. There is a great importance of continuous learning, career advancement, and staying updated with market trends as essential elements of effective managerial and leadership styles. Furthermore, this study indicates how risk-taking and strategic thinking contribute to the growth and success of organizations.

Keywords: Working styles, Successful managers, Business leaders, Leadership qualities, Organizational effectiveness

Tob Regul Sci.™ 2021;7(5-1): 4364-4370

DOI: <https://doi.org/10.52783/trs.v7i5-1.1375>

Introduction

A workplace is commonly described as a designated location where individuals are employed, such as an office or industrial facility, with the primary goal of maximizing organizational profits. To achieve this objective, it is crucial to have the right individuals in place. The satisfaction and well-being of employees directly impact organizational performance. To attain optimal

performance from employees, managers should focus on providing a pleasant work environment, a sense of security, and support from superiors (Kati et al., 2019). These factors collectively contribute to increased employee happiness and the quality of products produced. Cultivating a positive work environment demonstrates recognition and appreciation for the efforts of staff members. The qualities of effective management have evolved alongside changes in the workforce and employee attitudes. Nowadays, workers value active and considerate leadership as they seek meaningful work and continuous feedback from their managers. While these principles may seem to contradict conventional managerial approaches, experienced managers can make small adjustments to enhance their teams' productivity. In the present day, effective managers prioritize treating their staff with respect and trust (Kati et al., 2019). This approach can improve employee recruitment and retention, productivity levels, and competitive advantage, setting the stage for long-term success.

Understanding management styles involves recognizing them as forms of leadership utilized by supervisors. Management encompasses the ability to effectively work with others towards achieving organizational goals by maximizing available resources. Although management is a wide-ranging subject with numerous research studies and publications, each tends to categorize management styles in its distinct manner. In this study, various management approaches were identified, with each style emphasizing different aspects. The focus shifted towards outcomes rather than specific methods, providing individuals with opportunities for personal growth, exploration, and risk-taking (Yin et al., 2020). One prominent style discussed was the "Visionary style," where leaders prioritize the group's destination rather than the specific process of getting there. Another style explored was the "Coaching style," involving one-on-one interactions aimed at developing individuals by enhancing their performance and aligning their goals with those of the company. This approach tends to resonate well with proactive employees who seek professional growth. However, excessive micromanagement can arise from this coaching style, potentially leading to decreased motivation and self-confidence. The "Affiliative style" places significance on collaboration and nurturing group consensus through improved communication. It proves particularly beneficial in rebuilding team dynamics, boosting morale, restoring trust, and enhancing overall organizational communication. Nonetheless, this style carries inherent risks, as consistently positive feedback on group performance may unintentionally overlook

subpar contributions and foster complacency. Another approach is the "Democratic style," where the manager involves the team in resolving conflicts or implementing improvements. However, relying solely on a democratic decision-making process can make the leader feel uneasy (Debbag and Fidan, 2020). Lastly, there is the "Laissez-faire style," which is the opposite of autocratic leadership. In this approach, the manager is seen more as an advisor than a traditional leader. The workforce is empowered to make most of the decisions, with management providing guidance when necessary. This style is commonly observed in start-ups and technology companies that encourage taking risks. It works best when a team of experts collaborates and possesses the necessary skills to achieve desired goals. Overall, the management styles discussed in this study highlight the diverse approaches managers can adopt to effectively lead and motivate their teams, depending on the context and needs of the organization. Various Aspects to be Considered for being a Successful Manager have been listed in the Figure 1

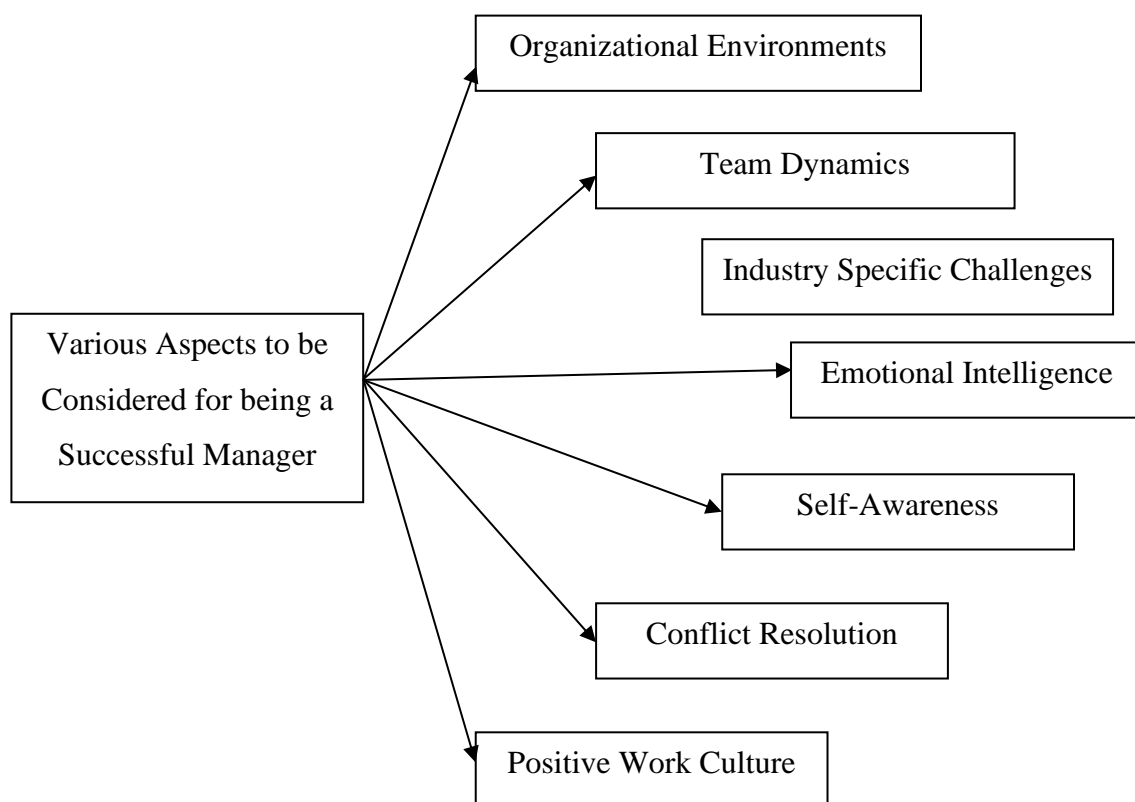


Figure 1 Various Aspects to be Considered for being a Successful Manager

Literature Review

The study seeks to assess the impact of various management approaches on organizational effectiveness in today's workplace. It will examine different leadership styles, including transformational, participatory, autocratic, and laissez-faire, and their associated management philosophies. Organizational efficiency will be evaluated by considering factors such as customer satisfaction, competitive position, and employee morale. According to Schoar and Zuo (2017), leadership ability is not innate but can be developed, leading to extensive research on the traits associated with effective leaders. Trait theory has helped identify specific attributes such as integrity, honesty, cognitive capacity, and self-confidence that are common among great leaders (Ayub, 2017). Recent research also highlights the importance of contextual awareness and a genuine desire to lead as desirable traits for effective managers (Ayub et al., 2017). The study aims to assess how different management approaches influence organizational efficiency in the modern workplace, considering various leadership styles and their associated traits based on the "Big Five" model of personality. Traits such as extroversion, emotional stability, willingness to embrace challenges, and openness to new experiences are identified as important for effective leadership. Effective leadership, as emphasized by Islam and Furuoka (2020), is crucial in building trust and inspiring commitment from subordinates for project success. Additionally, charismatic leaders who demonstrate competence, confidence, and the ability to motivate individuals on an individual basis play a significant role, as highlighted by Al Khaled (2020). By evaluating these factors, the study aims to provide insights into how different management approaches impact organizational efficiency. The findings will contribute to the creation of a positive work environment that fosters trust, motivation, and successful project completion. Recognizing individual differences in traits, preferences, and attitudes, team leaders need to provide personalized care and attention. Key leader behaviours identified by Yahaya and Ebrahim (2016), such as information flow control, meeting organization, team member engagement, follower leadership, member guidance, team boundary establishment, and goal definition, contribute to effective leadership within a team. Effective leadership encompasses dimensions such as teamwork, role clarification, involvement, and guidance, as highlighted by Yahaya and Ebrahim (2016). Recognizing individual differences in traits, preferences, and attitudes, team leaders need to provide personalized care and attention. They emphasize the importance of

effective leadership behaviours, including information flow control, meeting organization, team member engagement, follower leadership, member guidance, team boundary establishment, and goal definition, which contribute to effective leadership within a team. In terms of management theories, they offer guidance on recommended management practices and frameworks applicable to modern businesses. Instead of relying on a single theory, experts often combine concepts from different theories that align with their specific workforce and organizational culture. It is worth noting that while machines may possess advanced capabilities in the future, humans currently possess unique qualities that make them indispensable for many tasks. Therefore, effective management remains crucial in any organization. Although some management theories may be outdated, they still provide reliable frameworks for conducting business and have evolved to adapt to different work contexts. Douglas McGregor's Theory X and Theory Y, introduced in the 1960s, illustrate the influence of a manager's perspective on human nature and their management approach. Theory X suggests that individuals inherently dislike work and require strict management and direction, often leading to autocratic or paternalistic styles. Conversely, Theory Y posits that work is a natural and fulfilling aspect of life, and individuals can be motivated through respect and recognition, fostering collaborative and participatory management techniques (Alkahtani, 2016). McGregor believed that Theory Y management could lead to higher performance and motivation, while Theory X management might result in demotivation and subpar performance. Systems management offers a fresh perspective on organizational management and planning by viewing organizations as intricate systems, similar to the human body. It recognizes the interdependence of various interconnected components working together to optimize overall performance (Alkahtani, 2016). Success in this approach relies on the synergy between subsystems, establishing linkages among different components, and understanding the interplay of organizational elements. In summary, effective leadership considers the unique traits and preferences of individuals and involves behaviours that actively engage and guide team members. Management theories serve as valuable frameworks for informing management practices, even though some theories may have become outdated over time. They still offer reliable guidance. The contrasting beliefs of Theory X and Theory Y highlight how managers' perceptions of human nature shape their management styles. Systems

management emphasizes the interconnectedness of organizational components as a crucial factor in achieving overall effectiveness.

Conclusion

Choosing a management style can be a challenging task as each style has its advantages and disadvantages, and its effectiveness depends on specific circumstances. In today's workplaces, situational or adaptable leadership is often considered the most effective approach. This style recognizes that different situations require different leadership behaviors and effective managers can adjust their style accordingly. Generally, employees respond positively when managers exhibit a combination of understanding and firmness. Keeping employees well-informed about organizational events, maintaining an open-door policy, and providing timely feedback are crucial aspects of effective management. Managers who are approachable and excel in communication are highly valued by most individuals. Demonstrating respect and acknowledgement towards employees is essential in creating a positive work environment.

Furthermore, fostering continuous improvement among employees not only enhances productivity and quality but also reduces absenteeism and turnover rates. Effective managers go beyond inspiring loyalty among employees and possess a clear vision for the organization, coupled with a passion for its goals. It is crucial to ensure that all employees believe in and feel enthusiastic about the organization's vision, creating a sense of shared purpose and commitment. By embodying these qualities and cultivating a positive work culture, managers significantly contribute to the overall success of the organization.

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