Painting a Portrait of Leadership:
Types of Leadership Styles
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Leadership Is...
History of Leadership

Classical: Antiquity – 1970s
The classical period of leadership was based on leader dominance and respect or power being held by the leader. Follower commitment was a result of fear or respect for the position as well as rewards and avoidance. The vision of the leader was not shared with followers because it was unnecessary for compliance.

Transactional: 1970s – Mid 1980s
The transactional period of leadership was based on interpersonal influence and the appropriate management environment. Follower commitment was a result of negotiated rewards, agreements, and expectations. The vision of the leader was not necessary to be shared with followers for compliance.

Visionary: Mid 1980s – 2000
The visionary period of leadership was based on emotion and the leader inspiring followers. Follower commitment was influenced by the sharing of the vision; based on charisma of the leader; and considered individual consideration. The vision was central and allowed for follower contribution.

Organic: Beyond 2000
The organic period of leadership was based on mutual inclusion and the emergence, not the appointment of leaders. Follower commitment is based on buy in; shared values and processes; and self-determination. The vision of the leader emerges from group and includes a cultural element.

What’s Your Style? An Overview of Leadership Styles

**Trait** leadership is based on qualities and characteristics. Traits impact leadership style. Involves the need for self-awareness. Allows for adjustments.

**Skills** leadership is based on skills instead of personality and is available to anyone. Incorporates a wide range of components and is widely applicable.

**Behavioral** leadership is based on behavior of the leader. Focus is on task and relationship behaviors and requires the ongoing assessment of relationships and tasks.

**Situational** leadership is based on situation and not traits. It requires flexibility and adaptability and is practical and straightforward.

**Path-Goal** leadership is based on motivation. Style, characteristics and setting all play a part. Requires a balancing act. Productivity is impacted by style.

**Leader-Member Exchange** leadership is based on interactions between leaders and followers. Followers are categorized as members of in-groups and out groups; with in-group members being called upon more frequently.

**Transformational** leadership provides an ability to inspire and is based on the needs and motives of followers. Focus is on leading, empowering, and engaging and has a strong intuitive appeal. It also incorporates morals and values.
Authentic leadership is based on genuineness and realness. It incorporates and requires an intersection of intrapersonal, developmental, and interpersonal perspectives. Conversations serve as the springboard of this style of leadership.

Servant leadership is based on leaders being a servant first. They are attentive to the needs of their followers. They also facilitate the development of their followers and focus on the greater good. Followers have control, power, and authority.

Psychodynamic leadership focuses on human behavior and the impact of behavior on performance. It creates opportunities for feedback and coaching.

Gender and Leadership
Gender can impact leadership in a variety of ways. Examples of the impact of gender include the existence (or non-existence) of formal employment and access continuity. It can also appear in the form of underrepresentation and can be negatively impacted by stereotypes and biases (subtle and implicit misconceptions and institutionalized discrimination).

Culture and Leadership
Culture can and does impact leadership. Some things to consider in this relationship include globalization; the need for empathy and accuracy. Cultural norms exist with a variety of nuances that must be considered. Leaders must be aware of cultural biases and preferences as well as issues such as ethnocentrism and prejudice.

Self-Reflection

What is My Style?

How Does It Show Up In My World?
Dr. Angelyn M. Anderson serves as principal of Angelyn Anderson Consulting, a firm that specializes in engaging community residents in the process of historic and cultural preservation within their community.

With over 20 years of experience in higher education, Dr. Angelyn Anderson has experience in leadership development, strategic management, process analysis and assessment, policy development, and community development. She has also lectured on issues pertaining to urban and policy development and the effects of gentrification; as well as taught courses in: African-American culture and its influence on the arts; social identity and the individual’s role in society; and personal wellness.
Dr. Anderson has served as a featured presenter and expert at events hosted by the Skokie Public Library, Loyola University Chicago, and Oakton Community College. She has provided commentary alongside members of Congress as a panelist for The Aspen Institute’s What Every American Should Know – a program that addresses the common knowledge base that we as Americans “need to know to be aware, effective, and engaged citizens.” In addition to being a mediator and trained conflict coach; Angelyn also has experience as a workshop facilitator and presenter and has facilitated workshops on advocacy and community organizing strategies.

She currently serves on the boards of Chicago Volunteer Doulas and the Vivian G. Harsh Society; is a volunteer at DuSable Museum of African-American History; and is a member of Zeta Phi Beta Sorority, Incorporated.

Angelyn is a graduate of Illinois State University, Loyola University Chicago, and has earned a doctorate in Ethical Leadership from Olivet Nazarene University.

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