

SUBJECT – ORGANIZATIONAL BEHAVIOUR
Branch – FAA
Semester-2nd

ORGANIZATIONAL BEHAVIOR (OB) – E-CONTENT

UNIT I: INTRODUCTION TO ORGANIZATIONAL BEHAVIOR

1.1 Definition and Meaning of Organizational Behavior (OB)

Organizational Behavior (OB) is the study of human behavior in organizations. It examines how individuals, groups, and structures affect behavior within organizations to improve organizational effectiveness.

Definitions:

- According to Stephen P. Robbins, OB is “a field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations.”
- OB focuses on understanding, predicting, and controlling human behavior at work.

Meaning:

OB helps managers understand how employees behave, think, and feel in the workplace.

Detailed Explanation

Organizational Behavior examines the behavior of:

1. Individuals (employees, managers, workers)
2. Groups (teams, departments, committees)
3. Organizations as a whole (structure, culture, systems)

It helps management understand:

- Why employees behave in a particular way
- How attitudes, perceptions, and personalities influence work
- How leadership, motivation, and communication affect performance

1.2 Importance of Organizational Behavior

OB is important because it:

- Improves employee productivity
- Enhances job satisfaction
- Helps in effective leadership
- Reduces conflict and stress
- Encourages teamwork and cooperation
- Improves organizational effectiveness

1. Improves Employee Productivity

Organizational Behavior helps management understand what motivates employees and how they perform their tasks. By applying OB principles such as motivation, job design, and performance appraisal, employees feel encouraged to work more efficiently. When employees are satisfied, motivated, and properly guided, their output and quality of work increase, leading to higher productivity.

2. Enhances Job Satisfaction

OB helps identify factors that influence job satisfaction, such as working conditions, leadership style, recognition, and career growth. When organizations focus on employee needs and expectations, employees feel valued and respected. As a result, job satisfaction increases, which reduces absenteeism and employee turnover.

3. Helps in Effective Leadership

Organizational Behavior provides knowledge about leadership styles, communication, and motivation techniques. Managers can understand the needs and behavior of employees and adopt suitable leadership styles. Effective leadership improves trust, morale, and commitment among employees, helping organizations achieve their goals efficiently.

4. Reduces Conflict and Stress

Conflict and stress are common in organizations due to workload, role ambiguity, and interpersonal differences. OB helps managers understand the causes of conflict and stress and develop strategies to manage them effectively. Proper communication, counseling, and conflict resolution techniques reduce workplace tensions and create a healthy work environment.

5. Encourages Teamwork and Cooperation

Organizational Behavior emphasizes the importance of group behavior and teamwork. By understanding group dynamics, communication patterns, and interpersonal relations, organizations can build strong and cooperative teams. Teamwork improves coordination, creativity, and problem-solving ability, leading to better organizational performance.

6. Improves Organizational Effectiveness

OB integrates individual, group, and organizational goals. When employees are motivated, satisfied, and work in harmony, organizational effectiveness increases. OB helps organizations adapt to changes, manage diversity, and improve overall performance by creating a positive and supportive work culture.

1.3 Factors Affecting Organizational Behavior

Factors affecting OB are classified into three levels:

1. Individual Factors
 - Personality
 - Attitude

- Perception
- Motivation
- 2. Group Factors
 - Group dynamics
 - Leadership
 - Communication
 - Conflict
- 3. Organizational Factors
 - Organizational structure
 - Culture
 - Policies and practices
 - Technology

1.4 Elements of Organizational Behavior

The main elements of OB are:

- People – employees and managers
- Structure – authority and responsibility
- Technology – tools and methods of work
- Social system – interaction among people
- Environment – external factors affecting organization

Elements of Organizational Behavior – Detailed Explanation

Organizational Behavior (OB) is made up of several key elements that together influence how an organization functions and performs. These elements help in understanding the behavior of individuals and groups within an organization.

1. People – Employees and Managers

People are the most important element of Organizational Behavior. They include employees, supervisors, managers, and executives who work together to achieve organizational goals. Each individual has different attitudes, personalities, perceptions, and skills. Understanding people's behavior helps managers motivate employees, improve job satisfaction, and enhance productivity.

2. Structure – Authority and Responsibility

Structure refers to the formal arrangement of roles, responsibilities, authority, and relationships within an organization. It defines who reports to whom and how tasks are divided and coordinated. A well-defined structure ensures smooth communication, reduces confusion, and helps employees understand their duties and responsibilities clearly.

3. Technology – Tools and Methods of Work

Technology includes machines, equipment, software, and work processes used to perform tasks. It influences how employees work, communicate, and interact with each other. Proper use of technology

improves efficiency, accuracy, and productivity, but it may also require employees to adapt to change and learn new skills.

4. Social System – Interaction Among People

The social system refers to the network of relationships, norms, values, and informal groups within an organization. It includes teamwork, communication patterns, leadership behavior, and informal interactions. A healthy social system promotes cooperation, trust, and a positive work culture.

5. Environment – External Factors Affecting Organization

The environment includes external factors such as economic conditions, government policies, competition, social values, and technological changes. These factors influence organizational decisions and employee behavior. Organizations must adapt to environmental changes to survive and grow.

1.5 Challenges and Opportunities for OB

Challenges:

- Managing workforce diversity
- Employee stress
- Resistance to change
- Ethical issues

Opportunities:

- Globalization
- Technological advancement
- Employee empowerment
- Improved work-life balance

Challenges and Opportunities of Organizational Behavior – Detailed Explanation

Organizational Behavior (OB) helps managers understand and manage people effectively. However, in today's dynamic business environment, OB faces several challenges as well as opportunities. These are explained below in detail

Challenges of Organizational Behavior

1. Managing Workforce Diversity

Modern organizations employ people from different backgrounds such as age, gender, culture, education, and religion. Managing this diversity is a major challenge because differences in values, attitudes, and communication styles may lead to misunderstandings and conflicts. Managers must promote equality, inclusion, and mutual respect to ensure smooth functioning.

2. Employee Stress

High workload, job insecurity, long working hours, and work pressure cause stress among employees. Excessive stress reduces productivity, job satisfaction, and mental health. Managing employee stress through counseling, flexible working hours, and supportive leadership is a major challenge for OB.

3. Resistance to Change

Employees often resist organizational changes such as new technology, restructuring, or new work methods. Fear of job loss, lack of awareness, and insecurity are common reasons for resistance. OB helps managers understand employee reactions and implement change smoothly through communication and participation.

4. Ethical Issues

Unethical practices like discrimination, harassment, corruption, and unfair treatment create serious challenges in organizations. Maintaining ethical behavior and values among employees and management is essential to build trust and credibility. OB promotes ethical decision-making and responsible behavior.

Opportunities of Organizational Behavior

5. Globalization

Globalization allows organizations to operate across countries and cultures. OB provides opportunities to learn cross-cultural behavior, manage international teams, and develop global leadership skills. Understanding OB helps organizations succeed in a global environment

6. Technological Advancement

Advances in technology such as automation, artificial intelligence, and digital communication have transformed workplaces. OB helps employees adapt to new technologies, improve skills, and maintain productivity in a technologically advanced environment.

7. Employee Empowerment

Modern organizations encourage employee participation in decision-making. Empowerment increases employee motivation, confidence, and responsibility. OB provides opportunities to build trust, autonomy, and innovation among employees.

8. Improved Work-Life Balance

Organizations now focus on flexible work schedules, remote work, and employee well-being. OB helps create policies that balance work and personal life, leading to higher job satisfaction and employee retention.

Conclusion

In conclusion, while Organizational Behavior faces challenges like diversity, stress, resistance to change, and ethical issues, it also offers great opportunities through globalization, technology,

empowerment, and work-life balance. Effective application of OB helps organizations overcome challenges and utilize opportunities for success.

UNIT II: ATTITUDE, VALUES AND PERCEPTION

2.1 Concept and Definition of Attitude

Attitude refers to a person's feelings, beliefs, and behavior tendencies toward something.

Attitude refers to a person's feelings, beliefs, and way of thinking about a particular object, person, situation, or idea. It reflects how an individual reacts or responds—positively or negatively—towards something.

In Organizational Behavior, attitude plays an important role because it influences employee behavior, job performance, and workplace relationships.

Detailed Meaning of Attitude

An attitude is a learned tendency to behave in a consistent manner toward a given situation. It is formed through experiences, social interaction, education, and environment. Attitudes guide how people think, feel, and act.

For example:

- A positive attitude toward work leads to enthusiasm and commitment.
- A negative attitude may result in dissatisfaction and poor performance.

Definition:

An attitude is a learned predisposition to respond favorably or unfavorably to a particular object or situation.

2.2 Factors in Attitude Formation

- Family influence
- Education
- Culture and society
- Personal experiences
- Peer group
- Media

2.3 Meaning and Definition of Value

Values are basic beliefs that guide behavior and decision-making.

Definition:

Values represent what is right or wrong, good or bad, important or unimportant.

2.4 Factors in Value Formation

- Family background
- Social environment
- Religion
- Education
- Life experiences
- Values are the core beliefs and principles that guide our actions and decisions. They influence how we behave, what we prioritize, and how we interact with others. In this article, we will explore what values are, why they are important, types and how they affect our daily lives. Whether they are personal values or those shared by a community, understanding values helps us make sense of our choices and relationships.
- Whether you're looking to strengthen your ethical foundation or understand the diverse values that influence human behavior, this discussion offers valuable perspectives. As we navigate through the complexities of modern life, understanding and embracing values can lead to a more fulfilling and purposeful existence.
- What are Values?
- Values are fundamental beliefs and ideals that guide individuals or groups in determining what is important or unimportant to them. They shape how people view and interact with the world, influencing their behavior, motivations, perceptions, and personality. Serving as a framework, values help prioritize what matters most and often drive decision-making. Since values differ from one person to another, they play a crucial role in how individuals engage with the world around them.
- For example, honesty might be a value for one person, leading them to always tell the truth, while community might be a value for another, emphasizing the importance of working together and supporting one another. Values can encompass a wide range of concepts, including fairness, loyalty, respect, and responsibility, among others. These values guide our daily actions and help us form our personal and social identities.
- How Values Help You? (Importance of Values)
- Values play a crucial role in shaping our lives and guiding our actions. Here's how they help us:
- Decision-Making:
 - Values act as a compass that directs our choices. When faced with decisions, big or small, values help us determine which path aligns best with what we believe is right and important. This leads to more consistent and principled decisions.
 - Example: Imagine you value environmental conservation. When deciding which car to buy, this value might lead you to choose an electric vehicle over a gasoline-powered one, reflecting your commitment to reducing your carbon footprint.
- Behavior and Consistency:
 - By adhering to a set of values, we maintain a consistent approach in our behavior. This consistency helps in building trust and predictability in relationships, whether personal or professional.

- Example: If integrity is a core value for someone, they consistently tell the truth and keep their promises, regardless of the situation. This behavior builds trust among peers and colleagues.
- Sense of Identity:
 - Values are a key component of our identity. They reflect who we are and what we stand for, differentiating us from others and helping to define our unique character.
 - Example: A person who values creativity might pursue a career in the arts and engage in creative hobbies like painting or writing. These choices reflect and reinforce their identity as a creative individual, shaping how they see themselves and how others perceive them.
- Motivation and Purpose:
 - Values provide motivation and give us reasons to act in certain ways. They imbue our actions with purpose and meaning, making our daily tasks and long-term goals feel more significant and rewarding.
 - Example: If a teacher values education and lifelong learning, they might feel motivated to continually update their teaching methods and knowledge. This not only enriches their own life but also enhances their students' learning experiences, providing a sense of fulfillment.

2.5 Concept and Definition of Perception

Perception is the process by which individuals select, organize, and interpret information to give meaning to their environment.

Perception: Meaning, Definition, Principles and Factors Affecting in Perception!

Everyday different stimuli around us will be stimulating our sense organs. Many of these stimuli are received by our sense organs and are converted into sensations.

These sensations are transmitted to the concerned parts of brain.

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In turn the brain will interpret these sensations. It is only after such interpretation we understand what the stimulus is.

Hence in understanding the world around us, attention occurs first, followed by sensation and finally interpretation by brain.

This process of 'interpretation of stimulus is known as perception'. So perception involves two processes: sensation interpretation. But interpretation of any stimulus requires past experience also. For example, a child who has not seen an elephant earlier either in photo or directly cannot identify that animal, whereas another child who has seen earlier will identify the animal easily.

Hence, perception may be defined as “a process of interpretation of a present stimulus on the basis of past experience”.

Perception is not as simple as said here. It is an integrated approach. It is a synthetic process where different physiological and psychological processes are involved. For example, the accuracy of sense organs, clarity of sensations, mental set of an individual, etc. Otherwise our perception may go wrong.

Principles of Perceptual Organisation:

William James American psychologist has said if we understand the world as it appears to us, it will be a big booming- buzzing confusion. Hence, we do not see the things as they appear, but we see them as we want, i.e. more meaningfully.

In perceptual process we select a particular stimulus with our attention and interpret it. In the same way whenever it is necessary many discrete stimuli in our visual field are organised into a form and perceived more meaningfully than they appear.

This phenomenon was well explained by Gestalt psychologists. They believed that the brain creates a coherent perceptual experience by perceiving a stimulus as a whole than perceiving discrete entities. This is more meaningfully stated in the gestalt principle as ‘the whole is better than sum total of its parts’. This is explained under many sub-principles of perception.

Figure-ground Relationship:

According to this principle any figure can be perceived more meaningfully in a background and that figure cannot be separated from that background. For example, letters written with a white chalk piece are perceived clearly in the background of a blackboard.



Fig. 3.2: Reversible configurations

In the Figure 3.2, two faces can be seen in the background of a white colour. So also the white background can be perceived as a vessel in the background of two faces.

Factors Affecting Perception:

There are individual differences in perceptual abilities. Two people may perceive the same stimulus differently.

The factors affecting the perceptions of people are:

a. Perceptual learning:

Based on past experiences or any special training that we get, every one of us learns to emphasise some sensory inputs and to ignore others. For example, a person who has got training in some occupation like artistry or other skilled jobs can perform better than other untrained people. Experience is the best teacher for such perceptual skills.

For example, blind people identify the people by their voice or by sounds of their footsteps.

b. Mental set:

Set refers to preparedness or readiness to receive some sensory input. Such expectancy keeps the individual prepared with good attention and concentration. For example, when we are expecting the arrival of a train, we listen to its horn or sound even if there is a lot of noise disturbance.

c. Motives and needs:

Our motives and needs will definitely influence our perception. For example, a hungry person is motivated to recognise only the food items among other articles. His attention cannot be directed towards other things until his motive is satisfied.

d. Cognitive styles:

People are said to differ in the ways they characteristically process the information. Every individual will have his or her own way of understanding the situation. It is said that the people who are flexible will have good attention and they are less affected by interfering influences and to be less dominated by internal needs and motives than or people at the constricted end.

2.6 Factors Influencing Perception

1. Perceiver factors – attitude, motives, experience
2. Target factors – size, motion, background
3. Situation factors – time, place, work setting

UNIT III: PERSONALITY AND ORGANIZATIONAL BEHAVIOR

3.1 Meaning and Definition of Personality

Personality refers to the unique and consistent patterns of behavior, thoughts, and emotions of an individual.

personality, a characteristic way of thinking, feeling, and behaving. Personality embraces moods, attitudes, and opinions and is most clearly expressed in interactions with other people. It includes behavioral characteristics, both inherent and acquired, that distinguish one person from another and that can be observed in people's relations to the environment and to the social group.

The term personality has been defined in many ways, but as a psychological concept two main meanings have evolved. The first pertains to the consistent differences that exist between people: in this sense, the study of personality focuses on classifying and explaining relatively stable human psychological characteristics. The second meaning emphasizes those qualities that make all people alike and that distinguish psychological man from other species; it directs the personality theorist to search for those regularities among all people that define the nature of man as well as the factors that influence the course of lives. This duality may help explain the two directions that personality studies have taken: on the one hand, the study of ever more specific qualities in people, and, on the other, the search for the organized totality of psychological functions that emphasizes the interplay between organic and psychological events within people and those social and biological events that surround them. The dual definition of personality is interwoven in most of the topics discussed below. It should be emphasized, however, that no definition of personality has found universal acceptance within the field.

The study of personality can be said to have its origins in the fundamental idea that people are distinguished by their characteristic individual patterns of behaviour—the distinctive ways in which they walk, talk, furnish their living quarters, or express their urges. Whatever the behaviour, personologists—as those who systematically study personality are called—examine how people differ in the ways they express themselves and attempt to determine the causes of these differences. Although other fields of psychology examine many of the same functions and processes, such as attention, thinking, or motivation, the personologist places emphasis on how these different processes fit together and become integrated so as to give each person a distinctive identity, or personality. The systematic psychological study of personality has emerged from a number of different sources, including psychiatric case studies that focused on lives in distress, from philosophy, which explores the nature of man, and from physiology, anthropology, and social psychology.

Definition:

Personality is the sum total of ways in which an individual reacts and interacts with others.

3.2 Importance of Personality

Personality is important because it:

- Influences job performance
- Affects leadership style
- Determines work behavior
- Helps in career planning
- Improves team effectiveness

3.3 Determinants of Personality

- Heredity – genetic factors
- Environment – culture, family, education
- Situation – work conditions and experiences

3.4 Personality Traits

It is important to note that each of the five primary personality traits represents a range between two extremes. For example, extraversion represents a continuum between extreme extraversion and extreme introversion. In the real world, most people lie somewhere in between.

While there is a significant body of literature supporting these primary personality traits, researchers don't always agree on the exact labels for each dimension. That said, these five traits are usually described as follows.

Openness

Openness (also referred to as openness to experience) emphasizes imagination and insight the most out of all five personality traits.¹ People who are high in openness tend to have a broad range of interests. They are curious about the world and other people and are eager to learn new things and enjoy new experiences.

People who are high in this personality trait also tend to be more adventurous and creative. Conversely, people low in this personality trait are often much more traditional and may struggle with abstract thinking.

High

- Very creative
- Open to trying new things
- Focused on tackling new challenges
- Happy to think about abstract concepts

Low

- Dislikes change
- Does not enjoy new things
- Resists new ideas
- Not very imaginative
- Dislikes abstract or theoretical concepts

Conscientiousness

Conscientiousness is defined by high levels of thoughtfulness, good impulse control, and goal-directed behaviors.¹ Highly conscientious people tend to be organized and mindful of details. They plan ahead, consider how their behavior affects others, and are conscious of deadlines.

If a person scores low on this personality trait, it might mean they are less structured and organized. They may procrastinate when it comes to getting things done, sometimes missing deadlines completely.

High

- Spends time preparing
- Finishes important tasks right away
- Pays attention to detail
- Enjoys having a set schedule

Low

- Dislikes structure and schedules
- Makes messes and doesn't take care of things
- Fails to return things or put them back where they belong
- Procrastinates important tasks
- Fails to complete necessary or assigned tasks

Extraversion

Extraversion (or extroversion) is a personality trait characterized by excitability, sociability, talkativeness, assertiveness, and high amounts of emotional expressiveness.¹ People high in extraversion are outgoing and tend to gain energy in social situations. Being around others helps them feel energized and excited.

People who are low in this personality trait (or introverted) tend to be more reserved. They have less energy in social settings, and social events can feel draining. Introverts often require a period of solitude and quiet to "recharge."

High

- Enjoys being the center of attention
- Likes to start conversations
- Enjoys meeting new people
- Has a wide social circle of friends and acquaintances
- Finds it easy to make new friends
- Feels energized when around other people
- Say things before thinking about them

Low

- Prefers solitude
- Feels exhausted when having to socialize a lot
- Finds it difficult to start conversations
- Dislikes making small talk
- Carefully thinks things through before speaking
- Dislikes being the center of attention

Agreeableness

This personality trait includes attributes such as trust, altruism, kindness, affection, and other prosocial behaviors.¹ People who are high in agreeableness tend to be more cooperative while those low in this personality trait tend to be more competitive and sometimes even manipulative.

High

- Has a great deal of interest in other people

- Cares about others
- Feels empathy and concern for other people
- Enjoys helping and contributing to the happiness of other people
- Assists others who are in need of help

Low

- Takes little interest in others
- Doesn't care about how other people feel
- Has little interest in other people's problems
- Insults and belittles others
- Manipulates others to get what they want

Neuroticism

Neuroticism is a personality trait characterized by sadness, moodiness, and emotional instability.¹ This trait is generally defined as a negative personality trait that can have detrimental effects on a person's life and well-being. Individuals who are high in neuroticism tend to experience mood swings, anxiety, irritability, and sadness.

People who are low in this personality trait tend to be more stable and emotionally resilient.

High

- Experiences a lot of stress
- Worries about many different things
- Gets upset easily
- Experiences dramatic shifts in mood
- Feels anxious
- Struggles to bounce back after stressful events

Common personality traits include:

- Extraversion
- Agreeableness
- Conscientiousness
- Emotional stability
- Openness to experience

3.5 Impact of Individual Personality on OB

Personality affects:

- Job satisfaction
- Motivation
- Leadership
- Teamwork
- Stress management

UNIT IV: GROUPS AND TEAMS

4.1 Meaning and Definition of Group

A group is a collection of two or more individuals who interact and work together to achieve common goals.

4.2 Nature and Types of Group

Nature of Group:

- Interaction among members
- Common objectives
- Shared norms

Types of Group:

- Formal groups
- Informal groups

4.3 Reasons for Group Formation

- Security
- Social needs
- Status
- Goal achievement

4.4 Stages of Group Development

1. Forming
2. Storming
3. Norming
4. Performing
5. Adjourning

4.5 Meaning and Importance of Team

A team is a group of people working together to achieve a common objective.

Importance:

- Improves productivity
- Enhances creativity
- Encourages cooperation

4.6 Types of Teams

- Problem-solving teams
- Self-managed teams
- Cross-functional teams

- Virtual teams

4.7 Creating an Effective Team

- Clear goals
- Proper leadership
- Open communication
- Trust and cooperation
- Balanced roles

UNIT V: MOTIVATION AND LEADERSHIP

5.1 Meaning and Definition of Motivation

What is it that inspires us to chase after our goals and push through obstacles? Motivation is the psychological force that explains *why* a person does something. It is the driving force behind human actions.

For instance, motivation is what helps you stick to a fitness routine or go after that promotion at work. In short, motivation causes you to act in a way that gets you closer to your goals. This drive includes the [biological](#), [emotional](#), [social](#), and [cognitive](#) forces that activate human behavior.

Motivation also involves factors that direct and maintain goal-directed actions. However, such motives are rarely directly observable. As a result, we must often infer the reasons why people do the things that they do based on observable behaviors.

Motivation is the process that stimulates people to act towards achieving goals.

5.2 Types of Motivation

- Intrinsic motivation – internal satisfaction
- Extrinsic motivation – rewards and incentives

5.3 Theories of Motivation

Maslow's Need Hierarchy Theory

1. Physiological needs
2. Safety needs
3. Social needs
4. Esteem needs
5. Self-actualization

Herzberg's Two Factor Theory

- Hygiene factors
- Motivators

Theory X and Theory Y

- Theory X: Employees dislike work

- Theory Y: Employees are self-motivated

5.4 Meaning and Definition of Leadership

Leadership is the ability to influence others to achieve organizational goals.

5.5 Qualities and Traits of a Good Leader

- Honesty
- Confidence
- Communication skills
- Decision-making ability
- Emotional intelligence

5.6 Styles of Leadership

- Autocratic leadership
- Democratic leadership
- Laissez-faire leadership

Leadership style in detail

A management style is the way you work to achieve the goals of a project, team or company. It includes how you plan projects, delegate work, set and measure goals, make decisions for the project and team, and interact with the team members you oversee and other stakeholders.

Dozens of leadership styles have been named and described in various ways since the mid-20th century. Early styles, such as four outlined by psychologist Rensis Likert in the 1960s, were most focused on the way a leader exercised authority, according to a [paper from the Chartered Management Institute](#) in the UK. Management behavioralist William James Reddin later named his own four styles, but added another eight terms to describe when each style was appropriately or inappropriately used, suggesting that different styles could be best in different situations.

More recently, focus has been placed on “authentic leadership,” which is about being genuine, honest and trustworthy in your organization, rather than finding and conforming to any particular style *du jour*. Choosing or identifying your management style requires understanding yourself and your work habits, as well as the needs of your team. Use this information to develop a style that helps you and your team achieve your goals.

10 Types of Management Styles of Effective Leaders

We've distilled the many approaches to management and leadership into 10 styles you're likely to embody or encounter in your work.

Review these management style examples to understand how your style or someone else's fits with the needs of a team and company.

1. Autocratic

An autocratic management style puts the manager at the top of the pyramid on a team. They make decisions and control projects without soliciting input from team members or other stakeholders.

How to identify an autocratic leader

An autocratic manager is likely to take complete control of projects and teams, making decisions without input from others. They're more likely to give directions than to inspire team members toward solutions, and they might be more focused on details than the big-picture vision. They aren't likely to elicit feedback, especially from subordinates, and the feedback they give might be more critical and punitive than constructive.

When autocratic leadership works best

In most cases, autocratic management isn't productive for a team, because it takes a top-down approach that leaves employees feeling disempowered and on edge. However, autocratic leadership can be useful temporarily when a business faces a crisis. Autocratic leaders are skilled at making decisions fast and moving forward, which is incredibly valuable when you don't have time to seek input and weigh options.

2. Democratic

A democratic management style, the opposite of autocratic, puts the voice of the team at the forefront of decision-making and project management. The manager seeks input from subordinates and other stakeholders to drive the vision and direction of projects.

How to identify a democratic leader

A democratic manager is likely to solicit and implement feedback and input from members of their team, company leadership and other project stakeholders before making final decisions. They might

even designate decision-makers other than themselves for various projects to ensure variety and diversity of opinion. They're not prone to snap decisions; instead, they foster an environment of consideration and debate to give everyone a voice in every step of a project.

When democratic leadership works best

Democratic leadership has a place on most teams because it ensures team members have their voices heard and have a stake in the work they do every day. Opening decisions up to multiple people also ensures projects and goals are seen from diverse perspectives, deepening a company's or team's ability to innovate, adapt and serve a broader customer base.

However, true democracy is a slow way to make decisions, and it could result in regular stalemates that keep projects from moving forward. Democratic leadership is best for the early stages of a project, so all stakeholders can have a say in the vision and direction. It's best to designate decision-makers for the minutiae of projects to ensure efficiency and progress.

3. Laissez-faire

A laissez-faire management style is a hands-off approach to leadership that lets team members work independently and make decisions for themselves.

How to identify a laissez-faire leader

A laissez-faire leader is likely to spend their day focused on their own work without much attention to what team members are doing. They don't seek or offer feedback, and they don't offer direction unless a team member asks for it. They don't make or guide decisions for the team or projects; instead, they let individual team members make decisions as they see fit. They might have a vision for projects but might not communicate those clearly to team members.

When laissez-faire leadership works best

Laissez-faire leadership can cause problems for many teams. Team members might feel rudderless and without support, and projects might lack cohesion because of lack of direction or communication. However, some workers might thrive under the lack of oversight, which could help them discover their own leadership skills and leave them room to innovate.

As an overall management style, laissez-faire leadership should be reserved for high-level teams of highly skilled and experienced employees such as C-suite and other executives. But you could

temporarily employ this style at select points throughout a project—ease up on oversight and feedback when you want team members to strengthen decision-making skills, cope with challenges on their own and expand creativity and innovation.

4. Bureaucratic

A bureaucratic management style relies on rules, policies and standard operating procedures, rather than a leader's personality, interests or charisma. Team members are evaluated on standard criteria, projects are planned according to procedure and goals are meticulously measured and reported.

How to identify a bureaucratic leader

A bureaucratic manager is likely to document everything—processes, goals, evaluations, communications, you name it. They're inflexible to varying employee needs and work styles because they evaluate everyone according to the same standards and communicate with everyone according to protocol. They make decisions through established practices, soliciting input only through approved channels and evaluating options according to predetermined criteria.

When bureaucratic leadership works best

Bureaucratic leadership is common in large organizations, where a company has to accommodate thousands of employees and projects and avoid the appearance of favoritism or bias. It can be particularly important in government organizations, where work is subject to public scrutiny. Within a team, bureaucratic management can help keep team members on the same page and streamline communication.

However, bureaucracy is only effective at facilitating equity if its goals and procedures are designed equitably. Bureaucratic leadership that rigidly adheres to poorly designed or outdated policies can cause a manager to overlook an employee's unique circumstances and needs and inadvertently foster a work environment that favors certain types of employee.

5. Servant leadership

A servant leadership style puts employees' needs, growth and professional development ahead of the needs of the manager, company or project. It prioritizes team bonding and employee well-being.

How to identify a servant leader

A servant manager is most concerned with their relationship with their employees and their employees' happiness. They'll solicit feedback and adjust their style but aren't likely to offer feedback and criticism to employees. They might not offer clear direction on a task or project but instead will regularly check in with employees to gauge their interest and mood. They'll go to bat for employees with higher leadership and might bear the brunt of feedback and expectations from their managers to protect their team members from criticism or extraneous work.

When servant leadership works best

A servant mindset is an asset for any manager when balanced with other management styles. Servant leadership makes employees feel heard, seen and cared for, which can foster an attitude of service and care among coworkers. But managers might struggle to meet company goals and motivate employees toward professional development if they focus solely on employee well-being to the detriment of project and business objectives.

6. Coaching

A coaching management style focuses on employee professional development. It incorporates regular feedback, training and day-to-day support to develop and hone employee skills and strengths.

How to identify a coaching leader

A coach-manager might share traits with a servant leader because they put employees' needs and strengths at the forefront. But they're more in tune with how employees' strengths, needs and skills can serve the goals of the business, and they use business objectives to help employees recognize their strengths and hone their skills. They provide regular feedback, guidance, advice and resources to help employees succeed within their tasks for the company as well as develop professional skills that can help them beyond the company.

Coaching leaders involve employees in decision-making while offering clear guidance on the purpose and criteria for making a decision as well as how an employee's stance fits in with the overall vision.

When coaching leadership works best

Coaching leadership is the best fit for managers who are in a position to help employees develop professionally. The style is best suited for managers in people-focused roles, such as learning and development, than in project-focused or business development roles. Mid-level managers who oversee

green employees can use a coaching style to help employees develop within the projects their team is tasked with.

7. Charismatic

A charismatic management style relies on a leader's personality and energy to inspire, engage and motivate employees.

How to identify a charismatic leader

A charismatic manager is in tune with and in charge of how their energy affects people around them. They tend to have contagious personalities, make friends easily and effortlessly command attention when they enter a room. They know how to relay information and speak with each team member based on that person's communication style and mood, and they're known to perk up anyone in a bad mood. They can deliver critical feedback in a tone that leaves employees feeling motivated.

When charismatic leadership works best

Charismatic leaders tend to rise to the top in traditional businesses because they naturally exhibit traits our culture favors such as extroversion, congeniality and positivity. Managers who aren't naturally charismatic might burn out trying to mimic these traits, though. Charisma can be an asset when it's your job to inspire employees and set a broad vision, but pull back on it when you need to deliver difficult news or relay tough criticism to avoid imbuing the workplace with toxic positivity.