

Exercise walk-through

Leadership ■ 7.3

eXercise

You must be able to

- describe the four leadership styles and when each suits
- explain emotional intelligence and why it helps a leader
- analyse and evaluate the best leadership style for a situation

Method — Leadership styles

- **Autocratic:** leader decides alone — fast, good in a crisis. **Democratic:** asks staff — motivating, better ideas.
- **Paternalistic:** decides in staff's "best interests". **Laissez-faire:** gives staff freedom — suits skilled staff.
- **Emotional intelligence:** understanding and managing feelings → builds trust, eases change.

Answer shapes: AO1 + AO2 + AO3 (reasoning chain) + AO4 (a supported judgement *in context*).

Method — Leadership styles



The styles form a continuum from leader-controlled to staff-freedom

Practice 2.1 ■ 2 marks

State two leadership styles.

Solution 2.1

Method: Leadership styles

Worked steps

any two of: autocratic; democratic; paternalistic; laissez-faire (1 + 1).

Practice 2.2 ■ 2 marks

Define the term *autocratic leadership*.

Solution 2.2

Method: Leadership styles

Worked steps

a style in which the leader makes decisions alone and tells staff what to do (2 for a clear definition; 1 for a partial idea).

Practice 2.3 ■ 2 marks

Define the term *emotional intelligence*.

Solution 2.3

Method: Leadership styles

Worked steps

a leader's skill in understanding and managing their own and other people's emotions (2 for a clear definition; 1 for a partial idea).

Exam-style 3.1 ■ 3 marks

Explain one situation in which an **autocratic** leadership style is most suitable.

Solution 3.1

Method: Leadership styles

Worked steps

[3] **AO1** 1 — give a situation (an emergency/crisis; unskilled or new staff; a quick decision needed). **AO2** up to 2 — develop it, e.g. in a safety crisis there is no time to consult → the leader decides at once → the danger is dealt with quickly (2 developed / 1 limited).

Exam-style 3.2 ■ 8 marks

Analyse two benefits to a business of a **democratic** leadership style.

Solution 3.2

Method: Leadership styles

Worked steps

[8] For **each** of two benefits: **AO1** 1 + **AO2** 1 + **AO3** up to 2. Example chains — *motivation*: staff are asked for ideas → they feel valued → they work harder and stay longer. *Better decisions*: staff who do the job share knowledge → managers decide with fuller information → fewer mistakes. Maximum 4 per benefit, 8 total.

Exam-style 3.3 ■ 12 marks

A business is going through major change. Evaluate which leadership style its managers should use.

Solution 3.3

Method: Leadership styles

Worked steps

[12] **AO1** 2 / **AO2** 2 / **AO3** 2 / **AO4** up to 6. **Autocratic** gives quick, firm direction in a crisis but may raise resistance. **Democratic/paternalistic** involves staff and eases fear, building acceptance, but is slower. Judgement: leading change usually needs a leader with high emotional intelligence who involves staff (democratic/paternalistic) to win acceptance, but may act autocratically when speed is vital — the best style depends on the urgency and the staff's reaction.