

7.3 Leadership

Name: _____ Class: _____ Date: _____ **Total: 29 marks**

KEY WORDS leadership 领导 • leadership style 领导风格 • autocratic 专制型
• democratic 民主型 • emotional intelligence 情商

Objective

Build the skills to answer exam questions on **leadership** 领导 — the four **leadership styles** 领导风格 (**autocratic**, **democratic**, **paternalistic**, **laissez-faire** 专制、民主、家长式、放任), **emotional intelligence** 情商, and **leading change** 领导变革.

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

1 Worked examples

■ Leadership styles

Autocratic keeps all control; laissez-faire gives staff the most freedom

- **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*).

2 Practice

2.1 State two leadership styles. [2]

2.2 Define the term *autocratic leadership*. [2]

2.3 Define the term *emotional intelligence*. [2]

3 Exam-style questions

3.1 Explain one situation in which an **autocratic** leadership style is most suitable. [3]

3.2 Analyse two benefits to a business of a **democratic** leadership style. [8]

3.3 A business is going through major change. Evaluate which leadership style its managers should use. [12]

Solutions

Business answers are marked by **level of response** against the assessment objectives: award **AO1** knowledge, **AO2** application, **AO3** analysis and **AO4** evaluation.

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

2.2 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).

2.3 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).

3.1 [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).

3.2 [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.

3.3 [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.