CDU Leadership Survey – 2009

On November 18, 2009 an online survey on “leadership style preferences” was sent to faculty, staff and students as members of the CDU community. To generate a broad response, the introduction of the survey was issued collectively by the offices of the President of the University, the Academic Senate and the Board of Trustees. Periodic assessments, such as the recent survey of leadership style preferences, were recommended by WASC to be used as a tool to help the university chart its future.

Eighty-eight individuals responded, of whom 45.5% were faculty, 36.4% were staff and 18.2% were students.

Rank in order the top 3 leadership characteristics that you believe would be most beneficial to the University at this time.

Adjusted to Median

Inspirational and shares vision 40.00607
Involves others in decisions 36.90137
Delegates responsibility 14.82853
Monitors and communicates success 13.1047
Energetic 11.72686
Team work focus 11.72686
Highly visible and communicative 11.38088
Organizes, supports and develops team 10
Incentivizes team 7.241275
Gets the job done 6.898331
Develops others skills 6.552352
Follows Procedures 4.482549
Exert Power 3.447648
Meets needs of team 2.069803
Short term horizon 1.034901

Rank the different leadership styles from most favorable to least favorable.

Answer Options Adjusted to Median

Transformational leadership 16.10672
Democratic leadership 13.93281
People-oriented leadership 12.62846
Charismatic leadership 11.20553
Task-oriented leadership 9.901186
Transactional leadership 9.44664
Servant leadership 9.407115
Laissez-faire leadership 7.29249
Bureaucratic leadership 7.01581
Autocratic leadership 3.893281
Description of Different Leadership Styles

**Autocratic Leadership**
Characteristics: Leader exerts high levels of power.

Autocratic leadership is an extreme form of transactional leadership, where a leader exerts high levels of power over his or her employees or team members. People within the team are given few opportunities for making suggestions, even if these would be in the team's or organization’s interest.

**Bureaucratic Leadership**
Characteristics: Leader ensures staff follows procedures exactly.

Bureaucratic leaders work “by the book,” ensuring that their staff follow procedures exactly. This is a very appropriate style for work involving serious safety risks or where large sums of money are involved.

**Charismatic Leadership**
Characteristics: Leader is very energetic in driving others forward.

A charismatic leader injects huge doses of enthusiasm into his or her team, and is very energetic in driving others forward. In the eyes of their followers, success is tied up with the presence of the charismatic leader.

**Democratic Leadership**
Characteristics: Leader invites other members to contribute to the decision-making process; leadership style helps to develop people's skills; emphasis on team work and quality.

Although a democratic leader will make the final decision, he or she invites other members of the team to contribute to the decision-making process. It can be most suitable where team working is essential, and where quality is more important than speed to market or productivity.

**Laissez-Faire Leadership**
Characteristics: Leader monitors what is being achieved and communicates this back to the team regularly.

This French phrase means “leave it be” and is used to describe a leader who leaves his or her colleagues to get on with their work. It can be effective if the leader monitors what is being achieved and communicates this back to his or her team regularly.

**People-Oriented Leadership**
Characteristics: Leader organizes, supports and develops the people in the team.

This style of leadership is the opposite of task-oriented leadership: the leader is totally focused on organizing, supporting and developing the people in the leader’s team. A participative style, it tends to lead to good teamwork and creative collaboration. However, taken to extremes, it can lead to failure to achieve the team’s goals.

**Servant Leadership**
Characteristics: Leader leads by meeting the needs of his or her team.

This term describes a leader who is often not formally recognized as such and leads simply by virtue of meeting the needs of his or her team. Servant leadership is a form of democratic leadership, as the whole team tends to be involved in decision-making.
Task-Oriented Leadership
Characteristics: Leader focuses only on getting the job done.

A highly task-oriented leader focuses only on getting the job done, and can be quite autocratic. He or she will actively define the work and the roles required, put structures in place, plan, organize and monitor. Task-oriented leaders spare little thought for the well-being of their teams.

Transactional Leadership
Characteristics: Leader manages team members by using incentives to encourage team members to achieve certain levels of standards and productivity; focus is on short-term tasks.

This style of leadership starts with the premise that team members agree to obey their leader totally when they take a job on: the “transaction” is (usually) that the organization pays the team members, in return for their effort and compliance. The leader could give team members some control of their income or reward by using incentives that encourage even higher standards or greater productivity. This leadership style is a way of managing rather than a true leadership style as the focus is on short-term tasks.

Transformational Leadership
Characteristics: Leader inspires his or her team with a shared vision of the future; leader is highly visible and spends a lot of time communicating; leader delegates responsibility amongst team.

A person with this leadership style is a true leader who inspires his or her team with a shared vision of the future. Transformational leaders are highly visible, and spend a lot of time communicating. They don’t necessarily lead from the front, as they tend to delegate responsibility amongst their teams. While their enthusiasm is often infectious, they need to be supported by “detail people.”