



### The authoritarian leadership style

The leader controls what happens in the group. They think, plan and decide for the group. They show little consideration for the wishes of the group members. Great value is placed on discipline. But the leader does not allow any criticism. This leads to emotional coldness and creates distance between the leader and the group.

Suggestions and questions are allowed, but the decision clearly lies with the leader. An authoritarian statement could be: "We're going to do it the way I suggested, there will be no disagreement or discussion."

The authoritarian leadership style is justified in situations where there is a threat of danger from outside. The well-being of the group takes precedence over individual participants. In the long term, this leadership style leads to a loss of individual judgement and responsibility.

### The laissez-faire ("let them do it") management style

In this style of leadership, the leader exercises very little control over the group. When designing the programme, the leader is guided by the wishes of the group. In the event of difficulties, they intervene very little or not at all. The group has to deal with the problem itself.

The group has to decide everything for itself. Leadership battles and discussions tie up the group's energy.

The leader waits without intervening until the group calms down on its own. The discussion about who has something to say and who doesn't is simply left to run its course. Some participants start to let off steam. A joint programme hardly seems possible any more.

The laissez-faire leadership style is conceivable and helpful for a short time or in some situations, because objectives and guidelines can hardly be communicated.

The group has to decide about everything. Fights and discussions cost the power of the group.

## The partnership leadership style

Decisions are made jointly by the management and the group. The management function is not abolished, but planning, decisions and programme design are discussed and jointly responsible. The management acts in an advisory capacity and provides decision-making support through its authority, encouragement and suggestions. However, it also ensures that decisions are adhered to and gives the group members a feeling of security and acceptance through emotional warmth.