

## Leadership Styles

The screenshot shows a BBC News article from May 11, 2006. The article title is "Head to head: Tough boss, good boss?" and the sub-headline is "With Sir Alan Sugar capturing the attention of the public, is his gruff management style the right way to motivate employees?". The author is Rachel Kay, from Thales Training and Consultancy. The article discusses Sir Alan Sugar's management style, which is based on McGregor's Theory X, and how it affects employees. It mentions that his style is one-dimensional and may not suit all employees, but it can be effective in situations with tight deadlines. The article also includes a photo of Rachel Kay and a list of related BBC links and top business stories.

This article looks at the management style of Sir Alan Sugar and questions how effective his style is. Sir Alan Sugar uses an **Authoritarian style** of management which is based on McGregor's Theory X approach of giving penalties for bad performance and rewards for good behaviour. This approach has clear lines of authority but can cause frustration and resentment, as it mentions in the article, ***"In most companies employees would have walked out months ago if they were faced with the prospect of potentially being "fired" every time they walked into the boss's office."*** The article then discusses how Sir Alan's style is one dimensional and will suit some employees but not all, ***"Leadership is about choosing the right style for the right situation whilst also considering the characteristics of the person you are leading."*** Sir Alan's approach may suit those who need motivating and will not work well when left to make their own decisions (**McGregor's Theory X**). However, this management style does not reach the higher levels of **Maslow's** Motivation Pyramid because of the non participation of the workers in the decision making process. Maslow's Theory explains how workers have 'self-actualisation' needs which can be provided by giving them responsibilities. Sir Alan's style limits this as his employees are very much told what to do and have a lot of pressure on them to succeed. The article explains that ***"By treating employees like robots you could potentially limit an individual's ability to learn new skills and thus become a confident and valued employee that can think on their feet and help the business become successful."*** His style may be suited to a situation with tight deadlines where a non-negotiable style will be more effective. His style also allows quick decisions to be made, mainly because he uses very little consultation with his staff, unlike the '**Democratic Style**'. But the best managers are able to adapt their styles to suit each individual employee, as ***"No two people are the same and a good manager is someone who recognises this."*** So despite his success it seems Sir Alan may not be getting the best out of employees by employing a "get on and do it" approach.