

FACTORS THAT AFFECT THE LEADERSHIP STYLE	PARTICULARLY RELEVANT THEORIES AND MODELS
The situation / task, i.e., the type of task to be solved and the situation that is associated with it.	Lewin's Three Styles of Leadership Tannenbaum & Schmidt's Model
The time aspect, i.e., whether the task is urgent and needs to be solved here and now, or whether it has a far-reaching perspective.	Lewin's Three Styles of Leadership Tannenbaum & Schmidt's Model
The skills of the employees, i.e., the degree to which employees have sufficient knowledge and experience to solve the task themselves, or whether they need instructions from the leader.	Hersey and Blanchard's Model Coaching, mentoring, and sparring
Employee motivation, i.e., the degree to which employees are motivated to solve the task or whether they should be assisted by the leader.	Hersey and Blanchard's Model Coaching, mentoring, and sparring
The leader's knowledge of the task, the employees and the situation.	Hersey and Blanchard's Model Coaching, mentoring, and sparring
The leader's experience, i.e., whether the leader has leadership experience or is a new and perhaps an uncertain leader.	Lewin's Three Styles of Leadership Tannenbaum & Schmidt's Model
The leader's personal attitude (behaviour).	McGregor's Theory X and Theory Y Blake & Mouton's Managerial Grid
The culture of the organization / employees, i.e., the culture of the ones who have to solve the task.	Lewin's Three Styles of Leadership Tannenbaum & Schmidt's Model
The culture of the surroundings, i.e., the culture that prevails in the environment that influences the task.	Lewin's Three Styles of Leadership Tannenbaum & Schmidt's Model
The overall trends and conditions in society, e.g., globalisation, an economic upswing, crisis, etc.	McGregor's Theory X and Theory Y Blake & Mouton's Managerial Grid

FIGURE 6.14  
Factors influencing the leadership style.