

A closer look at six approaches to motivation



The Charismatic and Participative leadership styles

In this chapter I will briefly touch upon leadership styles, since these were thoroughly described in part II. Nonetheless, I would send the wrong message if I did not address leadership styles as part of the discussion of motivation: This might give the reader the impression that other aspects are more important, but nothing could be further from the truth. Leadership style is the common theme in the research domains regarding motivation. For example, the Coaching and Participative styles both optimally address the autonomous motivation of people. Both the Participative and Coaching styles are needed to provide feedback in an informal environment. Moreover, the communication style used must be chosen carefully. When it comes to employee motivation, leaders need the courage to introduce different types of goals and waive the practices that are popular yet destructive. Sometimes this might require the courage to turn a blind eye to the internal rules regarding hard performance goals.

Charismatic leadership

In the academic literature, charismatic leadership is commonly described under the heading *transformational leadership* although a lot of theorists distinguish between them. Based on research on the Leadership Circumplex, it appears that we can further refine this description by splitting it into an Inspirational and Coaching style. It is important to use the Inspirational style as it makes the team members support a common vision, and as a result they will work more innovatively (Burch, Pavelis, & Port, 2008; Gilson & Shalley, 2004). This support strengthens the group identity (communion motive) and predictability (predictability and sense-giving motive).