

## 7.3 Leadership

Name: \_\_\_\_\_ Class: \_\_\_\_\_ Date: \_\_\_\_\_

**Total: 29 marks**

**KEY WORDS** leadership 领导 • leadership style 领导风格 • autocratic 专制型 • democratic 民主型  
• emotional intelligence 情商

### Objective

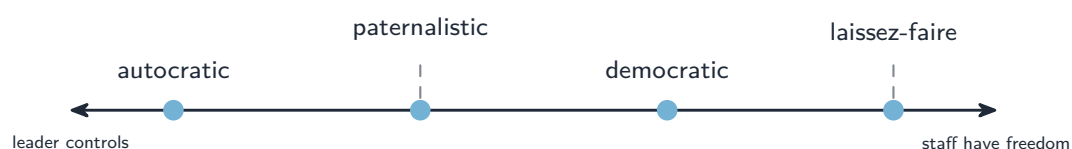
Build the skills to answer exam questions on **leadership** 领导 — the four **leadership styles** 领导风格 (**autocratic**, **democratic**, **paternalistic**, **laissez-faire** 专制、民主、家长式、放任), **emotional intelligence** 情商, and **leading change** 领导变革.

**You must be able to:**

- describe the four leadership styles and when each suits
- explain emotional intelligence and why it helps a leader
- analyse and evaluate the best leadership style for a situation

### 1 Worked examples

#### ■ Leadership styles



*Autocratic keeps all control; laissez-faire gives staff the most freedom*

- **Autocratic:** leader decides alone — fast, good in a crisis. **Democratic:** asks staff — motivating, better ideas.
- **Paternalistic:** decides in staff's "best interests". **Laissez-faire:** gives staff freedom — suits skilled staff.
- **Emotional intelligence:** understanding and managing feelings → builds trust, eases change.

**Answer shapes:** AO1 + AO2 + AO3 (reasoning chain) + AO4 (a supported judgement *in context*).

## 2 Practice

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**2.1** State two leadership styles. [2]

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**2.2** Define the term *autocratic leadership*. [2]

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**2.3** Define the term *emotional intelligence*. [2]

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## 3 Exam-style questions

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**3.1** Explain one situation in which an **autocratic** leadership style is most suitable. [3]

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**3.2** Analyse two benefits to a business of a **democratic** leadership style. [8]

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[12]

## Solutions

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Business answers are marked by **level of response** against the assessment objectives: award **AO1** knowledge, **AO2** application, **AO3** analysis and **AO4** evaluation.

**2.1** any two of: autocratic; democratic; paternalistic; laissez-faire (1 + 1).

**2.2** a style in which the leader makes decisions alone and tells staff what to do (2 for a clear definition; 1 for a partial idea).

**2.3** a leader's skill in understanding and managing their own and other people's emotions (2 for a clear definition; 1 for a partial idea).

**3.1** [3] **AO1** 1 — give a situation (an emergency/crisis; unskilled or new staff; a quick decision needed). **AO2** up to 2 — develop it, e.g. in a safety crisis there is no time to consult → the leader decides at once → the danger is dealt with quickly (2 developed / 1 limited).

**3.2** [8] For **each** of two benefits: **AO1** 1 + **AO2** 1 + **AO3** up to 2. Example chains — *motivation*: staff are asked for ideas → they feel valued → they work harder and stay longer. *Better decisions*: staff who do the job share knowledge → managers decide with fuller information → fewer mistakes. Maximum 4 per benefit, 8 total.

**3.3** [12] **AO1** 2 / **AO2** 2 / **AO3** 2 / **AO4** up to 6. **Autocratic** gives quick, firm direction in a crisis but may raise resistance. **Democratic/paternalistic** involves staff and eases fear, building acceptance, but is slower. Judgement: leading change usually needs a leader with high emotional intelligence who involves staff (democratic/paternalistic) to win acceptance, but may act autocratically when speed is vital — the best style depends on the urgency and the staff's reaction.