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TYPES OF LEADERSHIP IN CREATIVE INDUSTRIES: RECCOMENDATIONS FOR TERRITORIAL COMMUNITIES

In project management theory it is believed that success of the project is defined not only by the leader and the project team but also by the type of the leadership applied during the project realization. Creative industries didn't go far from other business industries regarding the types of leadership.

Also, leadership types help to build and empower local communities. This means spending time with your people, and not for your own personal gain. This is about investing time with your most valued community members to learn who they really are. This doesn't mean get together over a latte to share hobby stories. The focus should be to deepen relatedness – by sharing information about yourself and local community mission, goals (transparency), showing that you care about them (empathy), and discussing your intentions openly. The idea that most people are followers and we have to have a small set of leaders in place. This presents a few interesting things for us to think about. First of all, there are always way few leaders than followers. So, we need to make sure we're identifying the right kind of people. Because not everybody is capable of being a leader or even interested in it, but also, a lot of followers want to be leaders because leaders, seemingly, get to do all the fun things, as anyone who's never been a manager will testify. So, the new leaders are those who can inspire people to follow them in a way that satisfies their desire to accomplish results in different ways.

Most professionals develop their own style of leadership based on factors like experience and personality, as well as the unique needs of their company and its organizational culture. While every leader is different, there are leadership styles commonly used in the workplace [1]. Creative industries though accept the combinations of those common styles, forming 3-4 component composed leadership type.

Throughout history, great leaders have emerged with particular leadership types that were characterized by providing direction, implementing plans and motivating people. These can be broadly grouped into different categories [2–6]:

1. Coaching Leadership.
2. Visionary Leadership.
3. Servant-like Leadership.
4. Autocratic Leadership.
5. Laissez-faire Leadership.
6. Pacesetter leadership.
7. Transformational Leadership.

In coaching leadership type [3] a coaching leader is someone who can quickly recognize their team members' strengths, weaknesses and motivations to help each individual improve. This type of leader often assists team members in smart goals then

provides regular feedback with challenging projects to promote growth. They're skilled in setting clear expectations and creating a positive, motivating environment.

Speaking about creative industries this type works well for projects with mature team members that possess a stable technical background. Coaching leaders are self-aware, supportive, they value learning as a way of growing, they see potential in each team member trying to give the conditions for their growth. This type of leadership is time-consuming for unpredictable creative projects most of team members needs his/her own tutor.

Visionary leaders [5] have a powerful ability to drive progress and usher in periods of change by inspiring employees and earning trust for new ideas. A visionary leader is also able to establish a strong organizational bond. They strive to foster confidence among direct reports and colleagues alike. Visionary leadership is especially helpful for small, fast-growing organizations, or larger organizations experiencing transformations or corporate restructuring. Visionary leaders in creative teams are persistent, energetic, inspirational, risk-taking, magnetic. Such leaders can help teams and projects grow fast.

Servant-like leaders [7] live by a people-first mindset and believe that when team members feel personally and professionally fulfilled, they're more effective and more likely to regularly produce great work. Because of their emphasis on employee satisfaction and collaboration, they tend to achieve higher levels of respect. Such leaders like to motivate their teams, care personally about their team, give emotional support and possess excellent communication skills. This type of leadership is perfect for nonprofits of small sizes.

Autocratic leadership called the «authoritarian style of leadership» [5], this type of leader is someone who is focused primarily on results and efficiency. They often make decisions alone or with a small, trusted group and expect employees to do exactly what they're asked. It can be helpful to think of these types of leaders as military commanders. And this style of leadership is totally ruining for creative industries' projects. Because most of people that prefer working in the creative industries disgust strict frames and deadlines preferring to them fluid processual mode with results measured in smooth period deadlines. Autocratic leadership is possible in creative project only at the stage of project release when there should be somebody responsible for results taken at time. Laissez-faire leadership is the opposite of the autocratic leadership type, focusing mostly on delegating many tasks to team members and providing little to no supervision. Because a laissez-faire leader does not spend their time intensely for managing employees, they often have more time to dedicate to other projects.

Pacesetter Leadership is one of the most effective for achieving fast results. Pacesetter leaders are primarily focused on performance, often set high standards and hold their team members accountable for achieving their goals

While the pacesetting leadership style is motivational and helpful in fast-paced environments where team members need to be energized, it's not always the best option for team members who need mentorship and feedbacks.

Pacesetting leadership can also lead to stressed-out employees as they are always pushing towards a goal or deadline. The fast-paced work environment can also create miscommunications or a lack of clear instructions. This style of leadership might not work

well for the creative projects as it assumes the constant rhythm and dynamics that might not be acceptable and comfortable in such types of projects.

Transformational leadership [8] is similar to the coach style in that it focuses on clear communication, goal-setting and employee motivation. However, instead of placing the majority of the energy into each employee's individual goals, the transformational leader is driven by a commitment to organizational objectives.

This type of leadership serves the best to the creative projects with the team members who have different levels of knowledge, helping them realize their potential together with achievement of the project goals. Transformational leadership values personal connections with their teams, which can boost company morale and retention. It also values the ethics of the company and team instead of being entirely goal-oriented.

Speaking about the community building and retention the working combination would be the use of the different leadership types celebrating differences and gaining the strength that comes from differences in culture, race, ethnicity, personality type, gender, and individuality of style and expression, their roles in the community, their habits and of course type relationship that is already built within the working activities/conditions.

In closing, the biggest point to summarize all the written above is that there is immense power in building healthy communities and connecting to people on a relational, authentic level. Because relationships drive human satisfaction and performance. When leaders pave the way, collaboration, productivity, trust and morale will reach new heights.

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