

GOLEMAN LEADERSHIP STYLES

REFLECTING ON LEADERSHIP STYLES

Daniel Goleman is an internationally known psychologist who wrote on the brain and behavioural sciences for The New York Times for many years. He has since gone on to write books about Emotional Intelligence (2005), Social Intelligence (2006) and most recently about Ecological Intelligence.

According to Daniel Goleman, there are six leadership styles which are associated with the various elements of emotional intelligence in different combinations.

Affiliative

Here there is a focus on people, teambuilding, bonding and forging alliances. This style is useful in creating teams or for healing dysfunctional relationships.

Steve manages a team of 8. The team is a very tight-knit community, and others within the organisation often comment on the fact they all get on so well and are so supportive of each other. Steve often takes the team out to lunch, he not only remembers people's birthdays, but also other significant events, such as when team members' children start school.

Steve always takes time to tell each member of the team what a great job s/he is doing and ensures they all celebrate any team accomplishments.

Visionary

This style focuses on the goal or vision of the future and inspires others to follow. This is appropriate when a new direction is required or a clarification of the goals needs to be achieved.

David is the Manager of a mental health drop-in centre. Over the past few months numbers have been dropping significantly. David saw a way to change the staff's thinking about the centre and made an impassioned plea for his colleagues to think about the service they were providing from the customer's perspective. They didn't want a service that made them feel excluded or side-lined from society, but rather wanted somewhere to come that was welcoming, inspiring and offered them new perspectives.

With his vibrant enthusiasm, David made sure the vision of the service was articulated clearly. Staff and volunteers were then encouraged to find new ways to deliver on this vision creatively. The drop-in centre moved location, teamed up with a local community garden and started to offer classes such as jewellery making. Numbers continue to be on the incline

Coaching

This style focuses on helping to improve people's strengths and is especially useful in building skills to develop managers and future leaders.

Jenny has recently been unsuccessful in her application to be promoted onto the Senior Management Team. She asks Caroline, the CEO for feedback. Caroline recognises that she needs to make sure the meeting is positive and developmental, as she doesn't want Jenny to feel undervalued and unhappy in her current role. She looks out the grade sheet marked by those involved in the recruitment process and talks this through with Jenny giving equal weight to the strengths and weaknesses she exhibited.

Caroline encourages Jenny to draw her own conclusions about where she needs to develop in order to be more successful next time and suggests training opportunities and project work that might help her gain the experience she needs. The conversation is open and honest and focuses on the practical steps required for future development.

Coercive

This is a more dominant leadership style. It is appropriate in emergencies and severe situations.

Executive of RecycleNow, a social enterprise which sorts and recycles a wide range of post-consumer waste. One morning there was an accident whereby something fell from a crane onto one of the team, who was not wearing proper safety gear. Luckily the team member was not injured.

After this event it came to John's attention that safety standards had slipped across the whole team. The next day, John came down strongly on all team members who weren't wearing proper safety gear, issuing warnings. He called a team meeting demanding that everyone immediately comply with company safety standards, so as to avoid further accidents and potential law suits against the company.

Democratic

This is a useful style to adopt when attempting to involve a wide range of people in decision making or building a consensus.

Nasrin runs a nursery for children from disadvantaged backgrounds. Due to funding cuts and dropping numbers the nursery has been losing money for over a year. The Board has been deliberating as to whether they would be forced to close. Nasrin called a meeting of all the staff and explained to them the details of the financial crisis. Nasrin invited everyone on the team to input into the discussion, problem solving together to find ways to attract more children into the nursery, or find alternative revenue sources.

She held similar meetings for parents and the community. Everyone's opinion was listened to and it was the outcome of these discussions that was implemented by a cross-stakeholder taskforce. The nursery now offers breakfast and after-schools clubs, a range of exciting holiday club activities in partnership with a local outdoor education specialist, and has more involvement from parents and carers for activities, reducing the need to take on additional casual staff.

Pace Setting

Using this style, the leader sets an example by working to high standards of performance. This is useful to raise the stakes when a competent and motivated team is working well.

Dominic has always been an enthusiastic and competent staff member and has recently been promoted to a management position.

Dominic sets high standards for himself and his team. He is obsessive about doing things better and faster. He sets challenging targets for himself and for his team, and then works long hours to ensure he meets his personal deadlines. He checks periodically on team members to ensure they are not lagging behind on standards or targets occasionally taking over on tasks if he feels that quality might otherwise be compromised.

SUMMARY

Style of leadership	How they operate	The style in a phrase	Emotional intelligence competencies	When the style works best
AFFILIATIVE	Creates harmony and builds emotional bonds.	'People come first'	<ul style="list-style-type: none"> • Empathy • Building Relationships • Communication 	To heal rifts in a team or to motivate people during stressful circumstances.
VISIONARY	Mobilises people toward a vision.	'Come with me'	<ul style="list-style-type: none"> • Self-Confidence • Empathy • Change Catalyst 	When changes require a new vision or when a clear direction is needed.
COACHING	Develops people for the future.	'Try this'	<ul style="list-style-type: none"> • Developing Others • Empathy • Self-Awareness 	To help an employee improve performance or develop long-term strengths.
COERCIVE	Demands immediate compliance.	'Do what I tell you'	<ul style="list-style-type: none"> • Drive to Achieve • Initiative • Self-Control 	In a crisis, to kick-start a turnaround or with problem employees.
DEMOCRATIC	Forges consensus through participation.	'What do you think'	<ul style="list-style-type: none"> • Collaboration • Team Leadership • Communication 	To build buy-in or consensus, or to get input from valuable employees.
PACE SETTING	Sets high performance standards.	'Do as I do, now'	<ul style="list-style-type: none"> • Conscientious • Drive to Achieve • Initiative 	To get quick results from a highly motivated and competent team.

All of these styles are useful at different times. The art of leadership is to master all of the styles and use each style appropriately as the circumstances demand, just as a multilingual person would speak in the language appropriate to the country or audience. Most people will tend towards one particular style as their natural or default style and be comfortable and competent in two or three different roles.