



DANIEL GOLEMAN'S 6 LEADERSHIP STYLES

the 6 leadership styles, good leaders should be able to adopt

Daniel Goleman, the author of the book on 'Emotional Intelligence', has identified six different leadership styles, and he believes that good leaders will adopt one of these six styles to meet the needs of different situations. A key point of Goleman's argument is that good leaders must be emotionally intelligent or sufficiently sensitive and interpersonally aware to know which styles to adopt for different situations.

Goleman identifies 4 styles which encourage team harmony and inclusion, and 2 other styles which can potentially create dissonance and discord. The 4 styles encouraging team harmony are called visionary, coaching, affiliative and democratic, and they are described as follows:

- Visionary - moves people towards shared dreams, creates a sense of direction, encourages change
- Coaching - helps individuals improve their performance and align employee goals with those of the organisation
- Affiliative - builds relationships and teams, and helps to deal with problem situations between teams
- Democratic - helps to create buy-in or consensus by involving people and valuing their input

The other two leadership styles, pacesetting and commanding, are more directional, and focus more on the setting down of expectations, and they are described as follows:

- Pacesetting - sets challenges that high performers can achieve and this can leave less competent people falling behind and obviously potentially uncomfortable and dissatisfied
- Commanding - gives direction when problems arise or calms things down in a crisis