

# Daniel Goleman on leadership styles

*“The most effective leaders are all alike in one crucial way: they all have a high degree of what has come to be known as emotional intelligence. It’s not that IQ and technical skills are irrelevant. They do matter, but... they are the entry-level requirements for executive positions.*

*My research, along with other recent studies, clearly shows that emotional intelligence is the sine qua non of leadership. Without it, a person can have the best training in the world, an incisive, analytical mind, and an endless supply of smart ideas, but they still won’t make a great leader.”*

- Daniel Goleman

## Emotional Intelligence (recap):

- Self-Awareness – knowing one’s strengths, weaknesses, drives, values, and impact on others
- Self-Regulation – controlling or redirecting disruptive impulses and moods
- Motivation – relishing achievement for its own sake
- Empathy – understanding other people’s emotional makeup and responses
- Social skill – building rapport with others to move them in desired directions

## Leadership Styles

- Emotions are key; inside-out, using self-awareness of your values and feelings to guide your style
- You will use different styles at different times
- Authoritative style has the most impact

For each of the six Goleman styles you will see:

- a. Leadership actions
- b. Leadership behaviour
- c. Key Phrase – sums up how they communicate
- d. Impact

1. *Coercive*

- a. Demands that people comply
- b. Drive to achieve, self-control
- c. KEY PHRASE: “Do what I tell you”
- d. Negative

2. *Authoritative*

- a. Leads with a clear vision
- b. Self-confidence, empathy
- c. KEY PHRASE: “Come with me”
- d. Most positive impact

3. *Affiliative*

- a. Creates harmony, builds bonds
- b. Empathy, good relationships, and communication skills
- c. KEY PHRASE: “People come first”
- d. Positive impact

4. *Democratic*

- a. Consensus through participation
- b. Collaboration, team spirit, and communication skills
- c. KEY PHRASE: “What do you think?”
- d. Positive impact

5. *Pacesetting*

- a. Sets high-performance standards
- b. Drive to achieve, conscientiousness
- c. KEY PHRASE: “Do as I do”
- d. Negative impact

6. *Coaching*

- a. Develops team members’ skills
- b. Developing others, empathy, self-awareness
- c. KEY PHRASE: “Try this”
- d. Positive impact

## Emotional Intelligence in Action

### *Recognise Emotions*

Accurately identifying and categorising your own feelings and the feelings of others

Being aware, moment-by-moment, of what you are feeling

### *Regulating Emotions*

Recognising that how you feel influences how you think

Knowing which of your moods are best for different situations

Not letting others manipulate your emotions

### *Using Emotions*

Using deliberate strategies to make your feelings – even negative ones – work for you

Harnessing emotions so that you can take positive actions, even in the face of difficulty

### *Empathising*

Recognising that emotions provide information about others

Being able to see a situation from another's point of view

### *Nurturing*

Genuinely caring for others

Showing real appreciation for peoples' contributions

Having others' best interests at heart when setting goals