

Leadership That Gets Results

Daniel Goleman

By: Shay, Carlos, Ellie, Kylie, & Aubry



Overview

Emotional Intelligence Capabilities

- Self Awareness
- Self Management
- Social Awareness
- Social Skill

Leadership Styles (Focus)

- Coercive
- Authoritative
- Affiliative
- Democratic
- Pacesetting
- Coaching

Emotional Intelligence Competencies (p.80)

- **Self Awareness** – Emotional Awareness, Self-Assessment, Self-Confidence.
- **Self Management** – Self-Control, Trustworthiness, Conscientiousness, Adaptability, Achievement, Initiative.
- **Social Awareness** – Empathy, Organizational Awareness, Service.
- **Social Skill** – Visionary, Influence, Develop Others, Communication, Catalyst, Conflict Management, Build bonds, Team/Colab.

Coercive Leader “Do What I Say”

- Demands immediate compliance
- Exhibits a drive to achieve, initiative, self-control
- Impact on climate: Negative
- Benefits: works best in crisis, new members, new project/situation
- Negatives: leads to diminished clarity and commitment, employees are alienated from their own jobs

Question #1

Personal experience of a positive or negative example from a coercive style leader?

Authoritative Leader

- Mobilizes people toward a vision
- Exhibits self-confidence, empathy, change catalyst
- Impact on climate: positive
- Benefits: motivates employees by making clear how their work fits into a larger vision for the organization, makes employees feel what they do matters, maximizes commitment to the organization's goals and strategy, gives employees the freedom to innovate experiment and take calculated risks

Question #2

In what situation may being an authoritative leader not work?

Affiliative Leader

- Creates emotional bonds and harmony
- Exhibits: empathy, building relationships, communication
- Impact on climate: positive
- Revolves around people and their emotions more than tasks and goals
- Benefits: creates fierce loyalty, positive communication, sharing ideas and inspiration, drives flexibility, increases trust, allows for habitual innovation and risk taking, builds a sense of belonging
- Negatives: lacks clear directives, rarely offer constructive advice for improvement, can be perceived as tolerating mediocrity

Question #3

In what kinds of workforces would a *Affiliative* leadership role be most useful?

Would you prefer a leader that is sympathetic/understanding but is too nice to criticize you? Or one that is not so nice but helps you improve drastically?

Democratic Leader

- Builds consensus through participation
- Exhibits collaboration, team leadership, communication
- Impact on climate: positive
- Benefits: builds trust, respect, and commitment, lets workers have a say in decisions that affect their goals and how they do their work, drives flexibility and responsibility, keeps morale high, employees tend to be realistic about what can or cannot be accomplished
- Negatives: endless meetings when consensus remains elusive, some leaders use this style to put off crucial decisions, people feel confused and leaderless

Question #4

What situations would the democratic leadership style be most useful?

Pacesetting Leader

- Expects excellence and self-direction
- Exhibits a drive to achieve and initiative
- Impact on climate: negative
- Benefits: leader sets high performance standards and exemplifies them themselves, strives to do things better and faster, work can be accomplished ahead of schedule
- Negatives: employees feel overwhelmed, morale drops, course of work may not be clear, second-guessing what the leader wants, employee's don't feel trusted by the leader, flexibility and responsibility decrease, can become micromanaging

Question #5

Why do you think the pacesetting style has an overall negative impact on the climate?

Coaching Leader

- Develops people for the future
- A “try this style”
- Develops empathy and self-awareness
- Impact on climate: positive
- Acts more like a counselor than a traditional boss
- Benefits: helps employees identify their unique strengths and weaknesses and tie them to their personal and career aspirations, encourage employees to establish long-term development goals and help them conceptualize a plan for attaining them, make agreements with employees about their role and responsibilities in enacting development plans, give plentiful instruction and feedback, excel at delegating
- Used least often because it is slow and tedious work to teach people and help them grow

Question #6

Which leadership style would be more effective for you to be managed under?