



Goleman's Six Leadership Styles

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Presentation Agenda

To:

- Define Goleman's Six Leadership Styles
- Discuss strengths and weaknesses of the individual styles
- Explain each style individually
- When to utilize which leadership style
- Provide resources for future use when leading teams and/or organizations

Coercive

A Coercive leader is a leader who will tell people specifically what to do. There is typically little to no input from team members or outside sources.

Coercive Leaders:

- Demand Compliance
- May use forceful tactics
- Make decisions without input from others
- Expect directions to be followed without question

Coercive Leadership Situations:

- Quick action is needed
- During crisis and/or emergency response

Authoritative

An Authoritative (sometimes known as a visionary) leader is a leader who will persuade and attract people by using an engaging vision. Typically discusses plans and visions with team members before and while laying out a plan.

Authoritative Leaders:

- Set clear vision of goals and future
- Allow your team to problem solve themselves
- Allow your team to execute

Authoritative Leadership Situations:

- When there is a major change happening that requires multiple steps
- During times when a new vision is needed

Affiliative

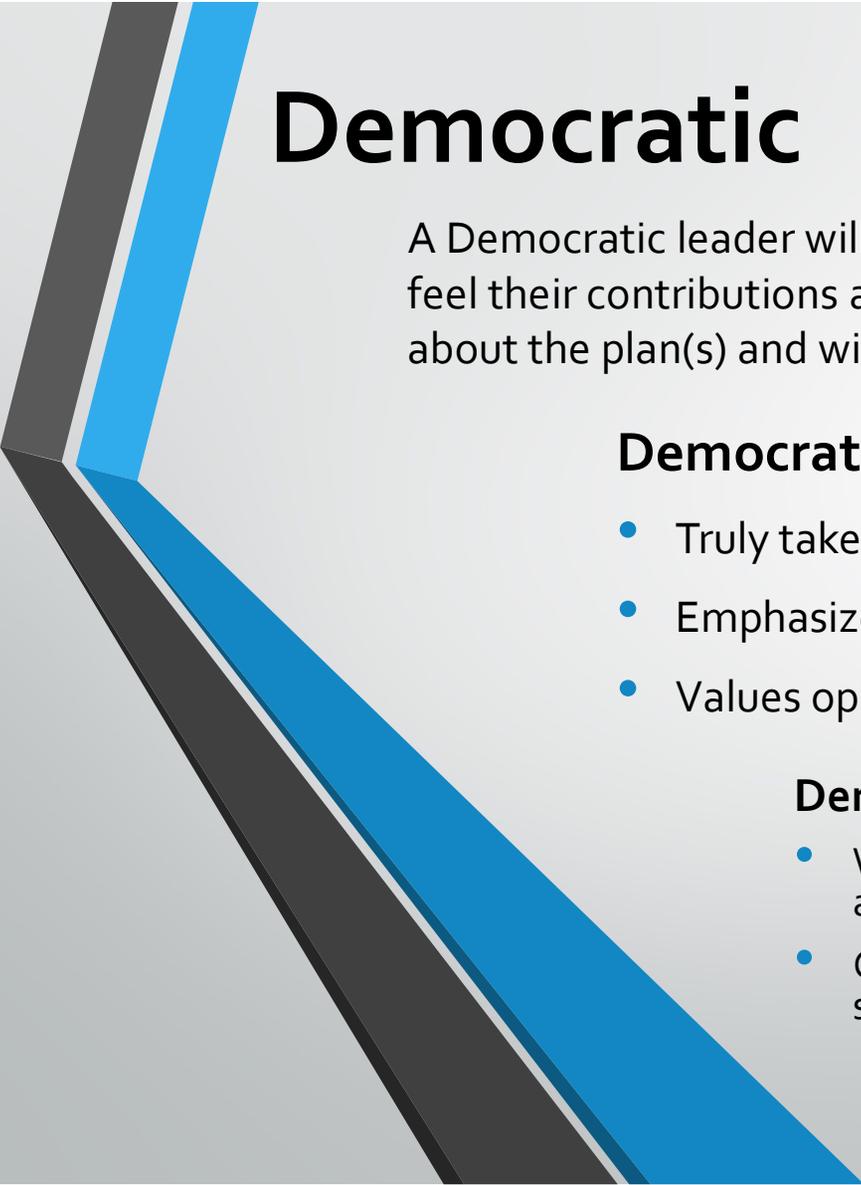
An Affiliative leader will first focus on building relationships with the people on their team through the use of positive feedback. A primary goal of this leader is to build harmony, emotional bonds, and foster positive relationships.

Affiliative Leaders:

- Focus on emotional well-being, trust, and collaboration
- Creates a supportive and inclusive work environment
- Builds on and improves morale

Affiliative Leadership Situations:

- During times of low morale
- When relationships are on the fringe or have been broken



Democratic

A Democratic leader will seek the consensus and ensure that all team members feel their contributions are valued. They will discuss with the teams how they feel about the plan(s) and will listen to what team members say.

Democratic Leaders:

- Truly take the consensus of the team into consideration
- Emphasize collaboration, participation and shared decision-making
- Values opinions and expertise of others and promotes involvement

Democratic Leadership Situations:

- When the team members have experience and/or knowledge and offer something to contribute
- Collaborations, problem-solving, and team input are key to success

Pace-setting

A Pace-setting leader is going to raise and set a high bar for performance with the expectation the team members and others will follow suit. This leader will often times take on more difficult tasks in order to demonstrate their own work ethic, with the goal that team members emulate them.

Pace-setting Leaders:

- Are highly motivated self-starters
- Encourage and expect others to keep up with higher expectations
- May have seemingly impossibly high expectations

Pace-setting Leadership Situations:

- When working with motivated and competent team members
- When team members appreciate tougher challenges and require little to no support or feedback

Coaching

A Coach will encourage and support people to try new things. They are going to emphasize developing the skills of their team members. Much like in sports, a coach will teach and implement a strategy for their team members to execute.

Coaching:

- Tends to focus on development and career goals, build rapport and trust with direct reports that lead to better organizational results
- Gives employees a sense of loyalty and engagement
- Coaches use the strengths of team members to increase motivation and effectiveness

Pace-setting Leadership Situations:

- When skills gaps are present. A coach may need to utilize different people based on their specific strengths in order to accomplish the tasks



Coercive Leadership Scenario

A manufacturing plant faces a serious safety hazard

A plant that manufactures small Christmas trinkets made of various forms of metal is operating at a much higher rate due to the Christmas Season being among us. One of the machines that is used to pour molten brass into molds is malfunctioning and is posing a threat to the employees and property within that area of the plant. The risks are that the molten metal may pour out during the machine's failure, causing potential major injuries and damage to equipment within the vicinity.



Authoritative Leadership Scenario

A family-owned restaurant is finding success and would like to expand

A small family-owned restaurant has found themselves to be more and more successful over the past 5 years. This success has the family wishing to expand into a new city near their current location.



Affiliative Leadership Scenario

A company just got through laying off several employees due to budget cuts

A company that previously employed approximately 250 workers had to layoff 50 employees due to budget cuts. This was not an easy thing for the company to do, but in order to stay opened, this was the only option. They have exhausted all other resources, and now are facing a lot of uncertainty from employees who were not laid off. The employees are afraid that they may be laid off at anytime with little to no warning and are beginning to look for other options before it is too late.



Democratic Leadership Scenario

An outdoors company is looking into producing sleeping bags and tents for the first time

An outdoors company known for coats, pants, shoes, and other outdoors style clothing is looking to expand their footprint and begin producing tents and sleeping bags. Their goal is to have small, lightweight, waterproof, and weatherproof equipment. Previously the company had contracted a design firm to design clothing for both appearance and outdoor use practicality. For this venture, and all future design work, the company is hoping to hire a team for the production and marketing of all items. The tents and sleeping bags are the first project.

Conclusion:

There may never be a specific leadership style for any one leader, and there certainly will never be a specific leadership style for all followers. It is important to understand the different styles and to be able to adapt to what style may be best for the situation.



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YouTube: https://www.youtube.com/watch?v=SQSmqSjmy_E

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