

# **Six Emotional Leadership Styles**

## *Choosing the Right Style for the Situation*



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- Emotional leadership styles affect team emotions and performance.
- Goleman outlines **six styles**:
  - **4 Positive (Resonant)**: Authoritative, Coaching, Affiliative, Democratic  
*These styles create a positive work environment, build trust, and motivate people*
  - **2 Cautionary (Dissonant)**: Pacesetting, Coercive  
*These styles can sometimes be useful but may create stress or negative feelings if used too often.*
- Effective leaders **adapt styles** to the situation.

## The Authoritative (Visionary) Leader

- **Definition:** Inspires toward a common vision; gives direction without micromanaging.

**Inspires people to work toward a shared goal and gives guidance without controlling every small detail.**

- **Best Use:** During change or when a clear direction is needed.
- **Development Tips:** Build empathy, confidence, vision, and presentation skills.

### ● **Mini Case:**

*A sales team adopts a new strategy. The leader's excitement inspires the team, and they commit to learning new systems.*

## The Coaching Leader

- **Definition:** Helps connect personal and professional goals; emphasizes long-term growth.  
**Helps people connect their personal goals with work goals and supports their long-term growth.**
- **Best Use:** For development, when people feel lost or need a growth path.
- **Development Tips:** Learn informal coaching; build relationships with team members.

### ● Mini Case:

*A new employee struggles with remote work. The leader coaches him on networking and gives challenging projects, helping him grow personally while supporting the company's goals.*

## The Affiliative Leader

- **Definition:** Builds harmony, resolves conflict, and puts people's emotional needs first.  
Focuses on keeping the team happy, resolving conflicts, and caring about people's feelings.
- **Best Use:** During team tension, low trust, or after conflict.
- **Development Tips:** Practice conflict resolution, emotional awareness, and optimism.

### ● Mini Case:

*A team had a toxic manager before. The new leader lets the team talk about their problems and rebuild trust before starting work on goals.*

## The Democratic Leader

- **Definition:** Encourages collaboration and input; uses team knowledge to make decisions.

The Democratic style works best when the team is experienced, skilled, and able to give useful input.

- **Best Use:** When building consensus or needing diverse input.
- **Development Tips:** Use active listening, group facilitation, and empower others.

### ● Mini Case:

*A department is underperforming. The leader gathers the team to brainstorm solutions, reaching consensus on a turnaround plan.*

## The Pacesetter Leader

- **Definition:** Leads by example, demands high standards, expects excellence.
- **Best Use:** For skilled, motivated teams that need quick results and high-quality work.
- **Development Tips:** Train the team well, use quality improvement tools (e.g., Six Sigma), and coach for performance.

### ● Mini Case:

*Even though the team is tired at year-end, the leader pushes them to achieve fast results. The team stays motivated by bonuses and the leader working alongside them, producing high-quality work.*

## The Coercive (Commanding) Leader

- **Definition:** Demands immediate compliance, issues orders, tightly controls.
- **Best Use:** In crises, with problematic employees, or urgent action is needed.
- **Development Tips:** Learn crisis management, fast decision-making, and calm under pressure.

### ● Mini Case:

*After the CEO suddenly resigns, the VP takes control, gives clear commands, and stabilizes the team. Once things are under control, the VP switches to a democratic approach.*

## Key Takeaways

- Each emotional leadership style has strengths and limits.
- No one style fits all situations.
- The best leaders are emotionally intelligent and flexible.
- Developing all six styles increases your leadership effectiveness.