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Introduction

Leadership is a key element to a successful organisational effectiveness and sustainable development. Leadership is different from management as it focuses on vision, direction, motivation, empowerment, innovation and change within the organisation. But good leaders with influence impact employees as they work toward organizational goals. Goleman's model outlines leadership styles that are appropriate to various organizational situations. This essay discusses the three key leadership models of authoritative, democratic and coaching in business. It covers their nature, merits, drawbacks and uses. Current leadership capabilities that foster organisational development are also highlighted. The following are examples of interpersonal, conceptual, communication, decision making, and adaptive skills. There are leadership styles as well as adaptable skills that are necessary for effective leadership.

Main Body

Leadership, Management and Organisational Effectiveness

Comparison of Leadership and management functions in modern organizations (Jain *et al.* 2022). Management involves aspects of planning, organizing, coordinating and controlling organisational resources. Leadership is focused on vision, long term direction, inspiration, empowerment, change and innovation (Gupta, 2025). For this reason, the focus of management is more on the efficiency of operations, and the focus of leadership is to deepen the effectiveness of the organisation. To ensure resources are used efficiently in achieving objectives is important to organisational performance. Good management sets direction and drives people in the same direction to achieve common goals (Maslach and Leiter, 2022). Effective management then plans for allocation of resources and translates strategy into actions. This relationship indicates that leadership and management should not be considered as competing organisational roles. But their integration can foster performance, adaptability, employee engagement, and ongoing and sustainable organizational development.

Visionary Leadership

According to Goleman, an organisational vision is the essence of the visionary leadership style (Amala and Jellason, 2026). Leaders share the vision and give workers autonomy over how to do things. This way, when an organisation is unsure, you will have confidence and clarity. Organisations that are going through digital transformation need a strong strategic direction, for instance (Rêgo *et al.* 2022). Visionary Leaders articulate vision for change and give people autonomy in the process of change [*Refer to Appendix 1*]. This flexibility allows for innovation without over operational control. It is also used to make activities more

effective by relating to the objective of the organisation. But visionary leadership can sometimes lead to limitations, if the employees are not in agreement with the direction of the organisation. Overreliance on the leadership's judgment can create a situation where the specialist knowledge is ignored when making decisions (Cruz, 2024). One example of this is the need for technical knowhow and risk assessment when implementing AI. Thus, strategic clarity is a key ingredient in visionary leadership. These principles support Drucker's rational approach to decision-making and risk-taking (Cole *et al.* 2020). Katz' conceptual abilities enable him to be a visionary leader through strategic thinking and problem diagnosis (Mendez-Pinzon *et al.* 2026). Therefore, when leaders communicate priorities effectively and strategically, the ability of the leader to provide visionary leadership leads to an increase in effectiveness.

Democratic Leadership

Goleman's democratic leadership style resonates with asking employees for their opinion, consulting with them, listening to them, working with them, and involving them in decision making (Sharma *et al.* 2023). Senior managers consult staff before making key organisational decisions. Doing this fosters engagement as they feel their knowledge and opinions are appreciated. Moreover, participation may enhance the quality of the decision by bringing in the knowledge, experience and wisdom of employees in the decision-making process. In the case of hotels, those implementing changes in their customer-service processes could involve employees on the front line. Opportunities lie in the lessons learnt from their experience which may highlight issues identified by senior managers that they have not picked up (Tsekouropoulos *et al.* 2025). Democratic leadership can in turn enhance the commitment and quality of decision making among employees *[Refer to Appendix 2]*.

But wide consultation can result in delay and difficulty in reaching consensus. In some cases, the manufacturing disruptions may demand immediate managerial involvement, for instance. Over consultation may lead to postponing any corrective work and loss through operation (Gruber, 2023). Thus, democratic leadership is likely to be effective in improving the decisions made when the participation is enhanced without causing unacceptable delays (Rosing *et al.* 2022). The approach is based on Human Relations principles which rely on participation, communication, recognition and group relationship. It is also based on McGregor's Theory Y, which focuses on the individual's responsibility, creativity, self-motivation and participation (Younis and El-Farr, 2023). Decentralisation, initiative, equity and esprit de corps are other aspects of democratic leadership enriched by Fayol's work

(Modi *et al.* 2026). As a result, democratic leadership promotes organizational effectiveness when employees' knowledge and commitment is a strategic asset.

Coaching Leadership

Goleman's coaching leadership approach is centered on employee development and organisation's capacity in the long run (Colgate, 2025). Leaders recognise the skills and areas for improvement in staff and their future potential. They offer feedback and guidance, mentoring, and capability development opportunities. By assisting in staff development and confidence, coaching can bolster motivation. It may also result in the development of future leaders and also boost organisation learning. Supervisors who are training for management roles in hospitality organisations can be coached by growing hospitality organisations (Barreto and Mayya, 2023). Leaders have the opportunity to advance their abilities in communication, decision making, interpersonal, and conceptual skills. Such development helps in succession planning as well as ensuring sustainable growth in the organisation.

But coaching takes a considerable amount of time and the right leadership ability [*Refer to Appendix 3*]. Immediate problems in performance may demand more immediate and directive interventions. An example is an emergency in customer service, where the failure must be addressed right away and not spent a long time discussing. Coaching is therefore especially useful with regard to the development of employees' competencies over the long term (McGrath and Yamada, 2023). Katz's human skills are used in coaching to be empathetic, communicative, motivator and conflict resolver (Melkamu, 2023). In addition, coaching also demonstrates the theory and philosophy of responsibility, creativity, development and self-direction. Drucker's delegation and team-development principles are additional evidence for this leadership style (Thimmaraju, 2024). Hence, coaching improves the capacity of the organisation in the context of the supportive developmental relationships.

Essential Contemporary Leadership Skills

Modern leaders must excel with a combination of human and interpersonal skills, as they deal with complicated employee relationships. Human skills are vital at every management level, according to Katz. Leaders ensure trust through communication, empathy, listening, motivation, and conflict resolution (Zaripour, 2024). Such skills are especially useful with regard to democratic and coaching leadership styles. Understanding complex organisational environments are also necessary for leaders. Katz views these as part of the problem diagnostic skills and strategic thinking skills. These capacities boost visionary leadership and strategic decision-making. Leaders should also have good problem solving and decision-making skills (Madanchian *et al.* 2024). The 8-step process is used to evaluate and implement

decisions systematically. But bounded rationality forces leaders to become aware of information and time constraints. The use of digital means can also aid in making informed strategic decisions.

Combining the Three Leadership Styles

As seen in the three Goleman styles, there is no single leadership style that is better than the other. Visionary leadership gives direction and facilitates change in the organisation but may become leader-centred (Jeremiah *et al.* 2023). Democratic leadership increases participation, commitment and decision quality, and can be used to postpone urgent decisions (Irfan *et al.* 2025). Coaching leadership requires a high level of leadership skills and is time consuming but will help develop employee capability and aid sustainable growth. Therefore, a good leader in the modern world should be able to diagnose the situation in the organization before choosing an approach. Leadership decisions should be based on a range of factors such as urgency, employee capability, strategic needs, participation needs, etc. Leaders use their adaptability to weave suitable behaviour patterns together and to ensure that the organisation is effective. Leadership then can give direction and motivation and management can ensure resources are coordinated and efficiency of operation held.

Conclusion

Leadership is a significant factor influencing organisational effectiveness when leadership behaviour plays well in the context of circumstances of the organisation. Visionary leadership offers direction and clarity, especially within organisations in times of change and uncertainty. Participation, employee commitment and collaborative decision –making are increased and enhanced by democratic leadership. Coaching leadership can help organisations develop individuals, learning and sustain their capability. Interpersonal, conceptual, communications, adaptive, decision making, analytical and digital skills are thus required for contemporary leaders. Leaders should not be monostatic but flexible based on the context. Leadership sets direction and motivation; Management turns direction and motivation into action within the organisation.

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Appendices

Appendix 1: Characteristics of Visionary Leaders



Appendix 2: Pros and Cons of Democratic Leaders



Appendix 3: Coaching Leadership

