



INTRODUCTION TO LEADERSHIP AND MANAGEMENT

Student Name: Alina Cretu

Student ID: 2437801

Table of Contents

1. Introduction.....	3
2. Key Discussion	3
2.1 Defining Leadership from Goleman's Leadership Style	3
2.2 Practical example	8
2.3 Required skills for leaders to prevent critical challenges and sustainable growth.....	8
3. Conclusion and Recommendation	9
3.1 Conclusion.....	9
3.2 Recommendations	10
References.....	10

1. Introduction

Leadership style is one of the key drivers of the operational management of a particular company. A leader is responsible for effective resource allocation, preventing potential risk factors, strategic planning, and execution in the market. In this assessment, three leadership styles discovered by Daniel Goleman, such as Visionary, Democratic, and Commanding, are going to be discussed with their characteristics, advantages, along with disadvantages. It could also help to understand the significance of leadership style in different situations and needs. The practical examples of the leadership case study are going to develop an understanding of the importance, working areas, and impact of effective leadership style. The required skills of the leader are also going to be elaborated for developing professional efficiency, as well as the business progress of a particular company. Recommendations would help to grow the scalability of a leader.

2. Key Discussion

2.1 Defining Leadership from Goleman's Leadership Style

1. Visionary Leadership	
Characteristics of Visionary Leadership	The Visionary leadership is focused on a strong vision, innovative, as well as inspirational. These kinds of leaders look at the implications and complications while making important business decisions (Karwan <i>et al.</i> , 2021). Visionary leadership also fosters emotional intelligence, empathy, and enables strong social skills in the workplace. Therefore, such kind of leaders could be risk takers and inspirational communicators. Visionary leaders always preferred a long-term strategic approach to meet the vision rather than situational actions in business operations.

Advantages	Visionary leadership helps to develop creativity, an innovative approach, along with motivation in the workplace. The purpose-driven action and creating a specific goal through critical analysis of the market requirement help to optimize the entire business operational management effectively (Lamu, 2023). This kind of leadership style also helps to leverage adaptivity, clear decision-making, as well as unity among team members. Accordingly, an individual feels valued and recognized, which could develop the sustainable development and overall productivity of a particular organization.
Disadvantages	The visionary leadership used to overlook and less attentive to the daily working process (Klingberg et al., 2023). This leadership style also faces success issues due to unrealistic expectations and the impact of market changes. Over-dependency on teamwork and less self-involvement in business operations are also considered weaknesses of this leadership. Unrealistic expectations and approaches are usually responsible for the failure of business strategies and resource burnout.

Table 1: Visionary Leadership

(Source: Self-created)

2. Democratic Leadership

Characteristics of Democratic Leadership	Democratic leadership is characterized by open and effective communication, strong decision-making, along with collaborative approach with team members. This kind of leadership style provides motivation and confidence to the team members and develops their accountability, risk-taking approaches, and guidance for leading from mistakes. Democratic leadership styles focus on active listening and seek to understand the importance of several feedback and opinions of their, it also helps to foster empathy with other workers and provide moral support.
Advantages	Democratic leadership helps to develop creativity and innovation through properly identifying the potential and limitations of workers. Open communication and collaborative approaches could develop overall productivity. Therefore, employee retention and job satisfaction could also be developed in a particular organization operated by democratic leadership. Collaborative decision-making and being flexible in terms of adapting to market changes help to increase the competitiveness of a company.
Disadvantages	Democratic leadership could not be considered as suitable for a fast business growth strategy. The time-consuming decision-making,

	providing extra focus on team collaboration, and less attention on self-decision, creates challenging conditions and doubt for operational management. This leadership is usually responsible lack of accountability and failing to identify the mistakes. Democratic leadership styles are not suitable for performing in critical market situations due to slow decision-making approaches.
--	--

Table 2: Democratic Leadership

(Source: Self-created)

3. Commanding Leadership	
Characteristics of Commanding Leadership	Commanding leaders are characterized by providing direct orders, following strict rules and discipline, and focusing on instant or quick results. This leadership prefers clear and direct communication with workers and prefers rapid decision-making. Commanding leadership is also adequate to take charge of a critical market situation and enable an aggressive approach to prevent business challenges and develop competitiveness. Thus, leadership style is highly result-oriented and less empathetic to the team members.
Advantages	Fast decision-making in the critical challenges and crisis situations of the business, as well as strict and effective control over the entire operation management, which is the main

	advantages of commanding leadership. This leadership also helps to develop the spirit of aggressive and immediate performance in the employee. In this way, companies could gain their competitiveness and market dominance within a short period. Strong decision, strict discipline, as well as effective operational management could be possible through this leadership style.
Disadvantages	Less focus on the morale value, high employee turnover due to less collaboration, and strict rules and regulations could be considered as the major disadvantages of commanding leadership. This leadership style be less empathetic to the team member; consequently, they failed to develop an emotional connection and address the deficient perspective and opinion of their team members. Preferring a mechanical working system rather than creating a positive environment in the workplace, innovation results in high employee turnover, lower productivity, and a lack of engagement with responsibility.

Table 3: Commanding Leadership

(Source: Self-created)

2.2 Practical example

The leadership of Elon Musk to develop the business competitiveness of Tesla Motors could help to highlights leadership and their responsibilities to prevent market challenges and growth (Ilhan, 2025). Elon Musk has incorporated several leadership styles and utilized them according to the requirements. This company had huge challenges in terms of car manufacturing in FY2016; Tesla needed to develop 2500 within a week to secure their business share at that time. The tremendous leadership of Elon Musk helped to achieve results more than expected and developed 7000 cars within only 9 days (Adegbesan, 2025).

The founder of Amazon, Jeff Bezos, started e-commerce venture in FY1994 with \$18 per share. The effective leadership of Jeff Bezos with proper vision, market research, and adaptivity has helped Amazon become a global tech giant with a huge market share of approximately \$2.60 trillion (Aleong and Türktarhan, 2022). Jeff Bezos focuses on customer obsession, long-term vision, and maintaining the quality of products, as well as recognizing and hiring adequate talent.

2.3 Required skills for leaders to prevent critical challenges and sustainable growth

The most effective skills are developing effective communication, Critical analysis of the market research, and developing emotional intelligence.

Effective communication

These skills are highly required to maintain interaction and address the working issues among team members. Leaders need to understand direct perspective, feedback, and new ideas for enhancing mutual collaboration as well as escalating the productivity of the organization (Kumar, 2024). These skills also help to enable a positive working environment, talent engagement, and retention, which is essential for developing operational efficiency. Effective communication is also important for a leader to share knowledge, information, the significance of the mission and vision, and to execute the strategy according to them.

Critical analysis of the market changes

The market preferences, choices, and needs are frequently changing, which is creating several challenges in terms of strategy making, product manufacturing, budget allocation, etc. In this context, a leader needs to incorporate critical analysis and market research skills to understand the pattern and root causes of changes (Shakur *et al.*, 2024). It also helps to highlight the potential

threats and opportunities; therefore, leaders could be able to make strategies for engaging business competitiveness and gaining market share.

Emotional intelligence

Innovation and creativity are highly required for the sustainable growth of a company and for preventing critical challenges. In this context, emotional intelligence is one of the major skills of a good leader that could help to make emotional collaboration with staff and stakeholders (Achilike *et al.*, 2024). EQ is also essential for developing emotional attachment between the company and customers, which could help to upscale the business scalability as well as retention rate. Effective utility of emotional intelligence also helps to engage the community and the local economy, and it helps to develop market share and market goodwill.

3. Conclusion and Recommendation

3.1 Conclusion

The leadership style could be considered the backbone of a company. This assessment helps to conclude the significance of democratic, Visionary, commanding, and leadership styles. Visionary leadership helps to enable innovation, creativity, and motivation in the workplace. The main disadvantages of visionary leadership are overlooking or being less attentive to daily business operations due to long-term vision, along with time-consuming approaches. Democratic leadership helps to develop open and effective communication, strong decision-making, along with collaborative approach with team members. On the other hand, this style also could not be considered suitable for a fast business growth strategy. Main disadvantages of this leadership are time-consuming decision-making, providing extra focus on team collaboration, and less attention on self-decision-making. Commanding leadership prefers decision-making in the critical challenges and crisis situations of the business. Less emotive, contracted communication and less emotional communication could be considered as major disadvantages of commanding leadership style. The case study of Tesla Motors and Amazon helps to understand the significance of the leadership approach.

3.2 Recommendations

- i) Leaders could work on developing emotional intelligence in their working process (Drigas *et al.*, 2023).
- ii) Leaders also need to develop open communication and collaboration with internal and external stakeholders effectively.
- iii) Leaders required to focus on green business practice and critically analyse the upcoming market changes (Odeyemi *et al.*, 2024)

References

- Achilike, N.I. and Nwaoboli, E.P., 2024. Effectiveness of emotional intelligence in managing stakeholders' emotions in times of organisational crises. *International Journal of Sub-Saharan African Research*, 2(4), pp.450-462.
- Adegbesan, A., 2025. Visionaries Under Fire: Elon Musk's Transformative Leadership Journey from Adversity to Impact. Available at SSRN.
- Aleong, D.S. and Türktarhan, G., 2022. COMPANIES WITH VISIONARY LEADERS POSITIONED FOR FUTURISTIC TECHNOLOGY: SIX CASE STUDIES OF BENCHMARKS FOR SURVIVAL. *Kafkas Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 13(25), pp.267-299.
- Drigas, A., Papoutsis, C. and Skianis, C., 2023. Being an emotionally intelligent leader through the nine-layer model of emotional intelligence—The supporting role of new technologies. *Sustainability*, 15(10), p.8103.
- Ilhan, E., 2025. How Tesla and Elon Musk revolutionized the automotive industry through disruptive innovation [online]
- Karwan, D.H., Hariri, H. and Ridwan, R., 2021. Visionary leadership: what, why, and how. *European Union Digital Library*.
- Klingberg, E., Linddahl, A. and Nordberg, A., 2023. The Impact of Visionary Leadership: A qualitative study of visionary leadership and its impact on organizational cultures within the marketing industry.

Kumar, P., 2024. The influence of leadership skills on organizational progress and team dynamics-progressive efficiency approach.

Lamu, R., 2023. Visionary leadership in modern organizations: exploring charismatic and transformational approaches. *Journal of Education, Humanities and Social Sciences*, 23, pp.654-657.

Odeyemi, O., Usman, F.O., Mhlongo, N.Z., Elufioye, O.A. and Ike, C.U., 2024. Sustainable entrepreneurship: A review of green business practices and environmental impact. *World Journal of Advanced Research and Reviews*, 21(2), pp.346-358.

Shakur, M.S., Lubaba, M., Debnath, B., Bari, A.M. and Rahman, M.A., 2024. Exploring the challenges of Industry 4.0 adoption in the FMCG sector: Implications for resilient supply chain in emerging economy. *Logistics*, 8(1), p.27.