

Compassionate leadership

"Leadership is about empathy. It is about relating to and connecting with people to inspire and empower their lives." – Oprah Winfrey
(Accounting Professor, 2023).

Empathising (caring for staff)

A study of 889 employees found empathy as a strong constructive effect such as:

- **Innovation**- 61% of employees who reported leaders as empathetic were able to be more innovative in comparison to only 13% of employees with less empathetic leaders
- **Engagement**- 76% of employees who experienced an emphatic leader reported to be engaged in comparison to 32% who said they experienced less empathy
- **Inclusivity**- half of employees who had experienced empathic leadership reported that their working environment was inclusive compared to the 17% of employees with less empathetic leadership
- **Worklife**- 86% of employees left leaders who were more empathetic were able to navigate the demands of life and work including successfully managing their personal and work obligations in comparison to 60% of employees who experienced less empathy.



Questionnaire Evidence

Democratic Leadership



Benefits

- **Commitment and job satisfaction**- employees feel valued as they are included in decision making process. This leads to more productivity and staff are loyal to the organisation
- **Innovation**- through open discussion there is a generation of new ideas leading to an update on existing processes
- **Cohesive team** – team participation in decision making reinforces the business vision as the team understands the reasoning behind the decision. Everyone is working together for a common goal
- **Trust amongst the team**- equal decision making and access to the same information increases a sense of trust.

“The importance of questionnaires in research is immense, helping researchers gain relevant information quickly and effectively” (Clint, 2022).

Drawbacks

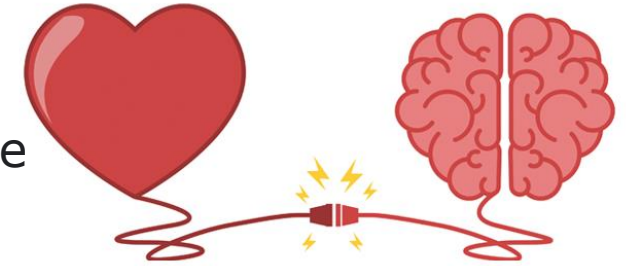
- **Inefficiency and costly**- staff who do work well in a group setting will not prosper under democratic leadership. Taking on board the opinions of everyone before arriving to a decision can take a lot of time
- **Distrust**- a democratic leader who decides without the team’s input and if the decision proves wrong will lose the team’s trust
- **Strong communication skills**- the leader must be able to set expectations, be able to communicate the vision and inspire the team. The leader must be able to navigate challenging situations and guide the member who do not contribute or going off topic
- **Reliance on clear roles and expectations**- Democratic leadership is successful when everyone knows their responsibilities, what individual aims are and the set time frame. Without specific communications may lead to incomplete or unproductive outcomes.

(Goleman, 2000: Indeed, 2023: Regan, 2022: Slingo, 2022: Torch: 2023).

Engagement in Emotional Intelligence in the Workplace

Benefits of emotional intelligence in the workplace include:

- **Communication**- emotional intelligence allows employees to express themselves. Communication improvement will seep through and enhance experience
- **Comprehension**- development of employee' emotional intelligence can allow them to respond to constructive feedback and increase accountability
- **Morale**- development of emotional intelligence can boost morale and by employees understanding own actions can help improve confidence turning negatives into positives



Emotional intelligence (the capacity of leaders to understand the emotional makeup of people in order to relate to them effectively), is a critical ingredient in leadership” (Armstrong, 2012, p.9).

Managing Change



Democratic leader to support employees in leading this change by:

- **Listen to all voices**- ensure everyone is engaged and allow for everyone's contribution in the change process. By holding brainstorming sessions will allow for impactful solutions on how best to navigate the change process
- **Be open and transparent**- communicate to the team the next crucial step, address the ultimate goals and the pitfalls of the change process while valuing feedback from the team
- **Provide training**- when workplace systems update or change, the organisation needs to respond by change management training that make the transition smooth. Training can also minimise human error and resistance to change
- **Offer guidance when needed**- the team might not have much expertise in the change so I will encourage participation of employees from all levels, and I will guide them and help find solutions that work for all.

*"Leadership is the power of one harnessing the power of many"-
John C. Maxwell (Lindberg, 2023).*

"Leadership is a word and a concept that has been more argued than almost any other I know." - The President's News Conference of 11/14/56 (Eisenhower Library, 2023).

Conclusion

For Future development:

- **Be confident** in making unpopular decisions that are in the organisation's best interest but might not be suitable for the team.
- **Relevance**- To ensure that my skills are relevant I will seek to learn from fellow executives in similar leadership role. In addition, I will invest in joining leadership webinars and reach out to networks for advice when challenges arise.
- **Reflection**- I would also like find time to reflect on conversations before a decision is made, reflecting will include what worked well, what could have been better and what key points I want to take away.



Why Change is Important in Organisations

"Culture does not change because we desire to change it. Culture changes when the organization is transformed—the culture reflects the realities of people working together every day." — Frances Hesselbein (Buxton, 2017).

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