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Introduction to leadership and
management

LCBB4015

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Introduction

In this essay i will be explaining how leadership plays a crucial role in the success and development of organisations in today's competitive and fast changing business environment. Effective leadership influences employee motivation, organisational culture, productivity and long-term sustainability. Many different leadership styles can give different outcomes depending on the situation and organisational context. One of the most effective frameworks in leadership theory is Daniel Goleman's model of leadership styles which is based on emotional intelligence. Goleman's (2000) identified six distinct leadership styles that leaders may use depending on their circumstances.

The purpose of this essay is to define leadership and examine three of Goleman's leadership styles: coercive, democratic and coaching. For each style the characteristics, advantages and disadvantages will be explained alongside examples of business situations where they are the most effective. Therefore, the essay will also explore the essential skills leaders need today to manage their challenges and support organisational growth and development.

Defining leadership

Leadership is widely discussed in management literature and has been defined in many ways. According to Northouse (2022), leadership is a process where an individual influences and motivates another individual to reach their goal. For example, Yukl (2013) defines leadership as the ability of influencing others to understand and agree about what needs to be done or how they will do it and facilitating individual and collective efforts to achieve shared goals. These examples show that leadership is not only about authority or position but about influencing and motivating people towards organisational goals. Effective leadership really contributes to organisational performance, employee engagement and long-term

success. Daniel Goleman's leadership frameworks build on the concept of emotional intelligence proving that the most effective leaders are the ones who understand and manage their own emotions and the emotions of others (Goleman 1998).

In addition, leadership effectiveness often depends on the situation. This is supported by contingency theories which suggests that no leadership style is best in all circumstances, instead leaders must adapt their approach depending on factors such as organisational culture and employee experience this idea links closely to Goleman's as it shows why leaders need flexibility in their behaviour .

Coercive leadership style

The coercive leadership style is characterised by direct orders and strict control. The leader expects immediate compliance and often uses phrases such as "do what i tell you". According to Goleman (2000) this style is usually the most effective during crisis or when urgent action is needed. One of the major advantages of the coercive style is speed in emergency situations quick decision making is essential. For an example during a financial crisis or a major operational fault a business may need strong direction to calm the organisation. In some cases, consultation may delay necessary action, and the coercive style can provide clarity and immediate structure. This style is also an advantage when dealing with underperforming employees who require strict guidance and clear expectations. Although the coercive style has its advantages it also has its disadvantages which can reduce motivation for the employee and create a culture of fear. Overtime employees may feel undervalued disengaged leading to high staff turnover, creativity and innovation may also decrease as employees are not encouraged to share ideas. A practical business example would be of when the coercive leadership may be affected is during when a company may be facing crisis management. If a company faces a serious safety incident management may need to impose strict procedures immediately to prevent further harm therefore, strong directive leadership can protect employees and restore order.

Democratic leadership style

The democratic leadership style involves collaboration and participation. The leader encourages their team members to share ideas and contribute to decision making. According to Goleman (2000) this style builds trust, respect and commitment with teams. One key advantage of the democratic leadership is improved with employee engagement when the employers feel heard and valued which in that case makes them more motivated and committed to their organisational goals. This style also encourages creativity and innovation as multiple perspectives are considered before

making any decisions. Furthermore, democratic leadership can strengthen teamwork and communication which are required in organisations that rely on collaboration. Despite its strengths democratic leadership can be time consuming reaching a consensus may delay decisions which can be problematic in fast moving industries. Additionally, if employees lack experience or knowledge their input may not always lead to effective decisions. One example where democratic leadership works well is in project-based environments where teamwork and creativity are important. For example, in marketing teams developing a new advertising campaign involving team members in brainstorming sessions can generate new ideas by also encouraging participation the leader then increases ownership and commitment to the outcome.

In addition, democratic leadership can have a positive impact on organisational performance by increasing job satisfaction and reducing employee turnover. When employees feel involved in decision making, they are more likely to feel valued and committed to the organisation this later can lead to higher productivity and improved teamwork which can then lead to success within the company.

Coaching leadership style

The coaching leadership style focuses on long term development leaders usually using this style help employees identify their strengths and weakness and support their professional growth. Goleman (2000) implies that coaching leaders link employee's personal goals with organisational objectives. One major advantage of coaching leadership is improved employee performance overtime. By investing in training and development, organisations build stronger and more capable teams therefore employees feel more confident, valued and supported which then increases loyalty and reduces turnover. However as a disadvantage for coaching leadership would be again that it requires a lot of time and strong interpersonal skills it may not be so effective if employees are resistant to feedback or if immediate results are required as in high pressure situations there may not be enough time for development discussions. An example where coaching leadership is particularly effective is in organisations focused on talent development. Graduate training programs often use coaching approaches to help new employees build confidence and professional skills therefore managers may be preparing future leaders by using coaching techniques to develop leadership in succession planning.

Key skill learners need today

In today's complex environment leadership requires more than authority, leaders must need key skills to handle global competition, technological and diverse workforces. Firstly, emotional intelligence is essential Goleman (1998) argues that

self-awareness, self-regulation, empathy and social skills enable leaders to build strong relationships and manage conflict effectively. Leaders which understand emotions can motivate employees leading to positive work environments. Secondly communication skills are important as leaders which can communicate may improve transparency and trust between them and the employee which contributes to organisational effectiveness. Thirdly adaptability is increasingly important as businesses which operate in uncertain environments can be influenced by digital transformation and global challenges therefore leaders must be flexible and open to change to support innovation and resilience. Finally strategic thinking is also needed for long term growth leaders need the ability to analyse external factors, identify opportunities and make informed decisions that align with organisational mission and values. These skills allow leaders to deal with complex challenges while maintaining sustainable development.

Conclusion

To conclude leadership is a process of influencing individuals to achieve their organisational goals. Daniel Goleman's leadership framework highlights and explains how different styles of leadership can be applied depending on the circumstances. The coercive style is effective within a crisis but may damage morale if overused. The democratic style promotes engagement and creativity although it may be a slow decision making if needed. The coaching style supports long term development and sustainable growth but requires much more time and strong interpersonal skills. Modern leaders need to have emotional intelligence, communication, adaptability and strategic thinking to manage complexity and support their organisational success which could really help them if a fault in the business occurred. Organisations should encourage leaders to develop flexibility in using different styles depending on the context by doing that businesses can improve performance , employee satisfaction and long term competitiveness.

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