

LCBB4015: Introduction to Leadership and Management

Component 2: Coursework: Essay

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Introduction

Leadership and management can be said to be unique however at the same time are complementary roles in the organisation. Leadership in an organisation is concerned with focusing on vision, transformation and inspiration, while management is about making decisions, setting priorities, and allocating resources to ensure its efficient functioning. Organisations are subjected to unprecedented challenges and uncertainties in the contemporary business environment; hence, the roles of leadership and management become extremely important to evaluate organisational performance and continually pursue to improve business outcomes and results (Needle Burns, 2019). Management engages in coordinating and supervising the business activities to maintain stability and efficiency, whereas the role of leadership is to bring about change and align human resources with a common goal. The purpose of this essay is to select and explain three leadership styles based on Goleman's leadership styles. It would also stress on selected leadership style's characteristics, advantages and disadvantages along with inclusion of examples of business situations. Lastly, key skills required by current leaders would be explained to handle complex situations.

Analysis

Definition of leadership

Leadership is a discipline of study that has gained the attention of humans. The leadership is observed throughout history in diverse fields including business, military, religious, politics, and social contexts. According to Robbins *et al.* (2021), the essence of success or failure of significant historical events relates to leadership. Hence, leadership can be defined as the ability of a person to inspire, motivate, and influence others to work and contribute to the process of achieving success and improving effectiveness of the organisation. The key characteristics of leadership within the business landscape include motivation, empowerment, vision, innovation and focus on bringing on change.

On the other hand, Benmira and Agboola (2021) viewed leadership as the most complicated and multi-dimensional phenomena, with its significance to have grown immensely than ever before in the modern fast-paced and globalised world. Dugan (2024) argued that leadership and management have unique roles and responsibilities, however, are complementary to each other. Thus, it becomes difficult to separate leadership and management in practice in the business landscape. Wilson (2023) in his study provides several leadership definitions, among which one is that leadership is the process of influencing others to help them comprehend as well as believe about the things that need to be done as well as the way to do them. It is also the process of assisting individuals and encouraging collaborative efforts to drive them to achieve shared goals.

Three Goleman leadership styles

Based on Daniel Goleman's leadership styles, there are six prominent leadership styles, which include commanding, affiliative, visionary, pacesetter, democratic, and coaching. Among these leadership styles, three leadership styles *comprising visionary, commanding, and democratic leadership* have been selected to explain their significance in the business context. *Visionary leadership style: Characteristics, advantages, and disadvantages, practical example* Visionary leadership, according to Goleman, is the most effective leadership style as it has the ability to drive a positive emotional atmosphere. Visionary leaders are found to have passion as well as are enthusiastic in nature with clarity around their vision for their team or business. The key characteristics of visionary leadership is that the leaders lead by example and focus on inspiring teams, colleagues and employees in organisations. They create a goal that is shared by its followers; nonetheless, they are also autonomous and supportive when it chooses the way to move forwards to achieve that goal.

Sewell (2024) opined that visionary leadership style is characterised by forward thinking, effective communication to inspire others, take bold and unconventional paths as part of its risk taking behaviour and possess high emotional intelligence. The key advantages of visionary leadership style can be found in its capacity to inspire and motivate teams, facilitate creativity and innovation within team and workplace as well as guide the business organisation with steadfast decision toward its ambitious goals (Wayneyap, 2024). However, there are also certain disadvantages that can be found to be linked with practising this leadership style. These include potential for unrealistic expectations and face challenges in execution based on its ambitious nature of the visions created by the leaders. Neves (2024) states that the difference between pragmatic measures needed for implementation and ambitious vision with unrealistic expectations can cause confusion and frustration in teams. As a result of which, this leadership can increase the likelihood of team burnout due to consistent pressure. One primary example of visionary leadership style is Steve Jobs at Apple, who through his vision and inspiration led his teams to create revolutionary products such as the iPhone that transferred the way the whole world communicates (Lindberg, 2020). This leadership style can be crucial in business situations, for example, business needing direction, inspiration or a complete transition in the way of its operations.

Commanding leadership style: Characteristics, advantages, and disadvantages, practical example

Commanding leadership style is also known as coercive leadership, autocratic or authoritarian leadership in the business landscape. The leaders following a commanding leadership style follows quick decision-making and strict rule following over collaboration within team or organisations. The key characteristics of commanding leadership include centralised control, immediate compliance, explicit instruction and goal-oriented focus. According to Hooper (2024), a commanding leader demands absolute compliance, which is often enforced with extrinsic carrot-or-stick means within the organisational settings. The primary advantages of this leadership style is that it is effective in facilitating fast decisions and providing clear direction for leading groups with inexperienced or unorganised members. However, Hatum (2025) pointed out the disadvantages of commanding leadership to cause low morale in employees or team, discourages innovation, as well as stifles independent problem-solving capacity. In addition, it also led to high dependency as leaders solely decide all goals and responsibilities, with no input from group members.

A prominent example of commanding leadership style can be witnessed in the leadership approach of Tesco Plc, where the managers at store levels are trained to command their team and lead them as part of Fayol's framework of five functions of management. Commanding leadership style is suitable in business situations such as handling emergency and crisis, urgent turnarounds such as bankruptcy, critical deadlines and PR crisis and managing frictions in chaotic groups.

Democratic leadership style 3: Characteristics, advantages, and disadvantages, practical example

Democratic leadership style is also called participative leadership style, which puts stress on listening to the teams rather than simply directing them in business settings. This type of leadership involves team members and considers their inputs for decision-making. The key characteristics of democratic leadership comprise open communication, shared input, collaborative decisions-making process, high team collaboration and trust. The major advantages of practising democratic leadership style include higher team morale as team feel valued and drive their motivation, encouraging creativity, as diverse ideas are welcome for problem solutions. In addition, it promotes robust ownership within teams to achieve goals and engage teams to learn new skills. Nonetheless, this leadership style offers disadvantages such as loss of control as leaders may find it difficult to direct the team, leading to slower discussion due to constant discussions and conflict arising based on many differing opinions. The major example of democratic leadership style can be seen in Google under Sundar Pichai as he prioritised open dialogue and fostered a culture of inclusivity to motivate employees to contribute to ideas and decisions (Thomas, 2025). This leadership style is applied in business situations such as brainstorming new product development, fixing product sales issues, redesign organisational policies and in multidisciplinary team building in healthcare settings.

Identification of key skills for current leaders to manage complex challenges and support sustainable growth

The key skills that are requisite for the current leadership roles in today's business context include adaptability, emotional intelligence, strategic thinking, effective communication, empathy, digital knowledge and proficiency. Skills such as adaptability can enable the current leaders to adapt according to changing business environments and market conditions and can apply strategic thinking for problem solving and direct long-term planning and vision for the organisation or teams. *For example*, Elon Musk follows a hybrid and intense leadership style to rapid innovation for enhancing more organisation success.

Elon Musk considered as the world's richest person with approximately worth over \$800 billion (£591.88) from his stakes related to Tesla, Neuralink, SpaceX, and Xai (Leake, 2026). Incorporating these skills will help current leaders to manage different kinds of challenges effectively. On the other hand, emotional intelligence would enable the leader to remain calm, and stay focused under extreme pressures or situations, while empathy would allow them to foster deep trust and respect from their team members to drive collaborative efforts. Likewise, the leaders with effective communication can clearly communicate with organisation's vision and goals with the teams and motivate them to move forward to achieve them. With digital proficiency, leaders in the current digital business landscape can leverage digital systems and tools to manage and supervise complex operations and build organisational efficiency.

Conclusion

It can be surmised that leadership and management are complementary to each other however hold distinctive roles in organisations. Daniel Goleman's leadership styles have identified six types based on emotional intelligence, among which, three leadership styles including visionary, commanding and democratic leadership styles are selected and explained in the essay. From these types of leadership styles, it can be said that visionary leadership seems to have more effectiveness compared to the other two in inspiring and motivating teams. However, other two types also hold significant relevance in differing business situations, where these styles are effective and beneficial. It would be recommended that contemporary leaders should focus on maintaining balance between empathy and business goals to show clear vision to the team and simultaneously support them in a fast changing business landscape. Apart from conventional leadership styles, transformational and situational leadership styles can also be adopted by the leaders to transform business or team and adapt oneself according to varying situations in environments to ensure effective management of teams or crisis.

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