

The six leadership styles of emotional intelligence

Emotional intelligence defines six leadership styles. Four are positive, create resonance and enhance performance. Two are negative and at high risk for dissonance.

The positive styles are:

1. “Visionary” – Leaders with a visionary style get people to work together toward a shared vision. This extremely positive style works best when necessity demands fresh vision and a clear, new direction.
2. “Coaching” – These leaders connect individual and organizational goals. They stay positive and are good at improving employee performance.
3. “Affiliative” – These leaders bring people together. Their talents are very useful when fissures occur in teams or when stress frays the bonds that unite employees.
4. “Democratic” – These leaders make it clear that they want and value participation and feedback. This style builds consensus and gets people to support initiatives. It is very useful in getting good information from employees.

The negative leadership styles are:

5. “Pacesetting” – Pacesetting can build resonance, but is so often misapplied that its results are usually negative. Pacesetting leaders demand ever-higher standards from their employees. The best leaders exemplify these standards. However, excess pressure can cause anxiety and uneasiness. All too often, this leader achieves a very temporary improvement in performance, followed by loss of good people.
6. “Commanding” – The commanding leader takes charge and brooks no disagreement. While this may be appropriate during a severe crisis or in a failing company that demands a turnaround, it is easily abused. Commanding bosses are anachronisms. No one really wants to work for them. In an economy that demands hiring the best people, the commanding leadership style is hazardous to your organizational health.

Source: Daniel Goleman et al