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The 6 Primal Leadership Styles - Daniel Goleman
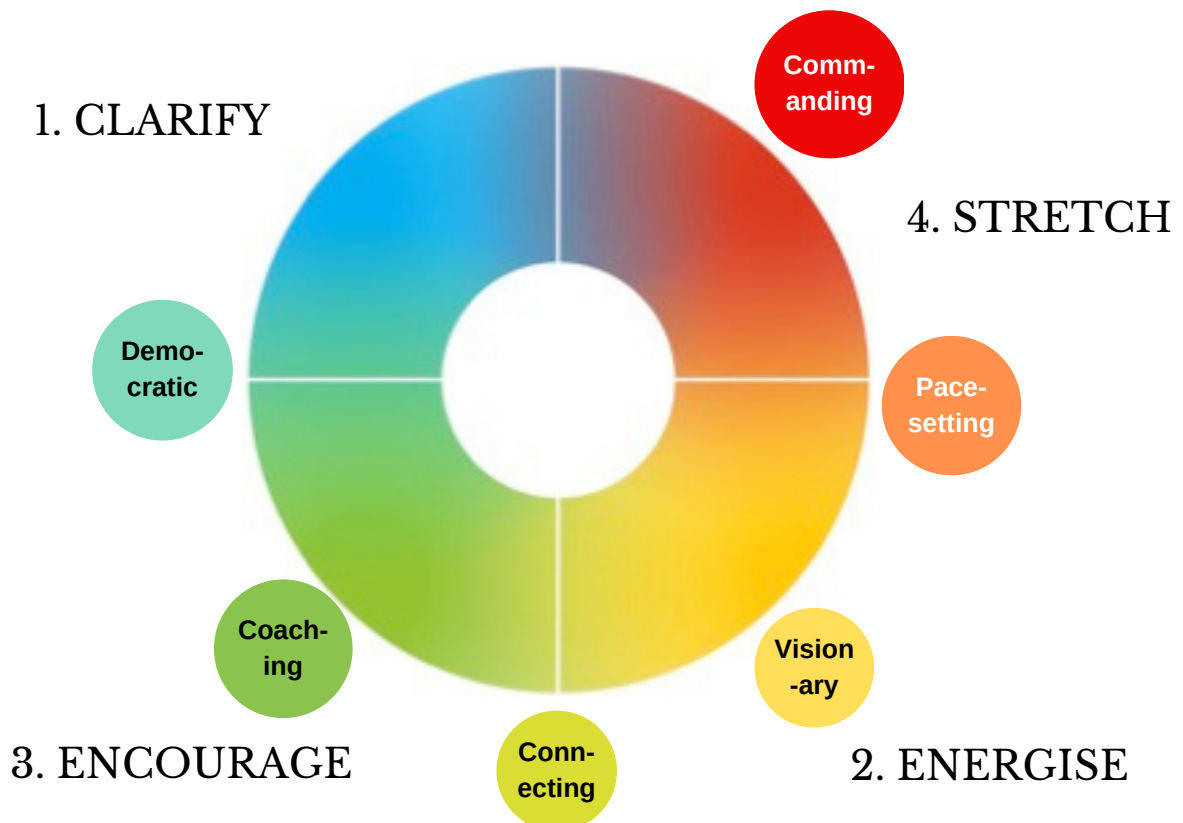
The Resonant Leadership Styles

*"The best, most effective leaders act according to one or more of six distinct approaches to leadership and **skilfully switch** between the various styles depending on the situation. Leaders with the best results... Use many of the six distinct styles - seamlessly and in different measures - depending on the business situation."*

- Daniel Goleman, Primal Leadership

All of the resonant leadership styles have their place, but Goleman suggests that **the Visionary and Coaching styles** tend to have the most positive impact on team energy and morale, and are the styles that are most useful most often.

How this maps onto a colour wheel / the Keys (CEES) Model:

1. CLARIFY

4. STRETCH

Comm-anding

Demo-cratic

Pace-setting

Coach-ing

Vision-ary

Conn-ecting

3. ENCOURAGE

2. ENERGISE

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- Which leadership style is most natural to you?
- Which style(s) are your default?
- Which require effort to flex into?
- How do you show up under pressure, 'style under stress'?
- Where do you want to build greater capability?
- What is your context asking from you?

1.The Visionary leaders articulate a purpose that rings true for themselves and attune it to values shared by the people they lead.

The visionary leader gives people a sense of the dream they want to reach for, and why. She talks about hopes for the future, and taps into compassion and dedication. She articulates the vision whenever the opportunity arises, voicing the shared values that have brought a team together. She links day-to-day activities to the superordinate goal. She builds people's sense of initiative and the belief that they hold the answers inside themselves. She creates a positive emotional climate, reflecting her passion and commitment.

Visionary leaders articulate where a group is going, but not how it will get there - setting people free to innovate, experiment, and take calculated risks. Workers understand the shared objectives as being in sync with their own best interests. The result: inspired work.

2.The Coaching Leaders help people identify their unique strengths and weaknesses, and tie goals to their personal and career aspirations. They encourage employees to establish long-term development goals, help them to conceptualise a plan for reaching those goals, and will be explicit about where the leader's responsibility lies. By linking people's daily work to people's dreams, identity, and aspirations - coaches keep people motivated. Coaches are also good at delegating, giving employees challenging assignments that stretch them, rather than tasks that simply get the job done.

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3. The 'Connector' leaders are most concerned with promoting harmony and fostering friendly interactions, nurturing personal relationships that expand the connective tissue with the people they lead. They value downtime - which allows space to build emotional capital that can be drawn on when the pressure is on. They see employees as whole people, and focus on emotional needs over work goals.

2.The Democratic Leadership style is marked by listening, empathy, resolving conflicts, and airing views.It creates harmony and cohesion in a team by enabling people to communicate their opinions and invites stakeholders to influence decision-making. Although this can feel like slow work, when used well, it saves time in the long-run by facilitating buy-in, understanding and draws out all the important information to inform decision-making.

3.The Pacesetter Leaders expect excellence and exemplify it - they are impatient with poor performance, eager to roll their sleeves up to get the job done, and are ready to takeover for people when they run into difficulties. Pacesetting makes sense, in particular, during the entrepreneurial phase of a company's life cycle, when growth is all important. Anytime that group members are all highly competent, motivated, and need little direction, this style can yield brilliant results.

Pacesetters tend to be unclear about guidelines - expecting people to "just know what to do" - so followers often have to second guess what the leader wants. Pacesetters strive to learn new approaches that will raise their own performance and that of those they lead. They are motivated strongly to meet their own high standards of excellence.

4.The Commanding Leadership Style is mostly extinct these days. 'Do it because I say so' is not what employees, students or children expect, and it's rare to find a leader who still believes it's the right way to go about things. However, under pressure, glimpses of the commanding style still persevere.

The 'watchouts' for leaders with a disposition towards the command and control style of leadership are: impatience, unclear instructions and explanations; blame for mistakes; a lack of praise, gratitude or celebrating successes; and a lack of drawing people back to vision and purpose,

The pros and cons of the different styles:

Leadership Style	When it helps	When it hurts
Visionary	In most situations: When people need fresh inspiration; To engage the population to create change; When a business is adrift	When it stops leaders listening to experts who know more; When the vision doesn't represent key stakeholders
Coaching	Building trust and rapport; With employees who show initiative and ambition; When the team needs to build capability for growth; When team members need to take on leadership responsibilities over time…	When employees lack motivation and / or the maturity to know what they want; In a crisis; When there's no room for error – ('Fist Attempt In Learning'); When short-term results trump longer-term development needs.
Connecting	At times of disharmony, Low morale, poor communication, or broken trust.	In crises or when people need clear directives to steer through complex challenges; when corrective feedback is needed.
Democratic	When the direction is unclear and more information needs to be offered; Surfacing and generating ideas; accessing feedback from the wider team / system	In a crisis; When people need reassurance and confidence; If consensus proves elusive and still no decision is made; If too many meetings start being scheduled;
Pacesetting	At the fast-growth, entrepreneurial phase of a company's life-cycle; When employees are self-motivated, highly competent, and need little direction.	When wanting frontline staff to innovate and take ownership; When technical skill isn't matched with interpersonal management skills; Focusing too heavily on numbers, which fails to inspire and motivate.
Commanding	In times of crisis to unfreeze old habits and shock people into new ways of doing things; In the face of a genuine emergency.	At all other times – it undermines the mutual trust, respect, agency and intelligence of team members. Over time it erodes morale.

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