

Six styles of leadership

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There is a lot of literature on leadership styles and their effectiveness, but one popular approach is based on the six leadership styles developed by Daniel Goleman in 2000. Exploring these leadership styles can provide insights and assist an organisation to operate more effectively.

To be a leader as a not-for-profit board member means to be a strategist, coach and mentor that is focused on the purpose of the association. It means to be driven to solve issues for current industry members, and to leave behind a legacy that positions the association for future members.

Every individual has their own strengths and constraints that influence their leadership style. However, good leaders are aware of themselves, others, and their surroundings and then adjust their behaviours for the benefit of the organisation to which they are all responsible. This is known as emotional intelligence and means that the individual is self managed, socially aware and socially skilled.

No one leadership style is better than another, because each situation and circumstance demands a specific style. What is

critical is that an industry leader is aware of themselves, their fellow board members and the circumstances under which the association is operating. An effective leader adapts to the circumstance and lets the most appropriate style emerge to get the results required for the association. The key to a well-rounded board is to try to ensure that all leadership styles are present amongst the members.

As an industry association board member, you are a leader as an individual and also as a collective board. Therefore, you must be aware of the leadership styles of others on the board and take advantage of the style that is aligned with the circumstance, to achieve results that will benefit the association and its members. You can measure the effectiveness of this approach by how the association performs and how it adds value to its membership. 🌱

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Six leadership styles (adapted from *Leadership that gets results*, Goleman, D., 2000, Harvard Business School Publishing)

Style	Coercive/ Commanding	Authoritative/ Visionary	Affiliative	Democratic	Pacesetting	Coaching
How leader operates	Demands immediate compliance and conformity	Mobilises people to the vision and clarity of purpose	Creates harmony and builds solid relationships	Strives for consensus via discussion and participation	Sets high standards and requires continuous improvement	Develops people for future roles and responsibilities
Language	Do what I tell you	Come with me/us	People are important and come first	What do you think about this	Do as I do now and always – keep up	Try this and see how it works for you
Competencies	Initiative, innovation, self-control and drive to achieve	Change agent and champion; empathetic and self-confident	High level of communication and relationship building; empathetic	Facilitates open communication from group; collaborative, consultative and team-orientated	Has initiative and self-drive; strives for achievement and perfection; conscientious and hard working; initiates ideas	Needs to develop others to take over; empathetic and very self-aware, desires to pass on knowledge to benefit others
Best circumstance	In a crisis; to commence business turnaround; when association is stressed	Developing a new business model and vision; when change is essential; when clarity of purpose and direction is required	Repairing reputation with membership, supply chain and stakeholders; heals old wounds and industry political rifts; motivates staff, colleagues and members in difficult circumstances	Strives to build group 'buy-in' including consensus; seeks input from group and across groups; tolerant of competing perspectives	When quick results are required to elevate association within the market; forms a highly motivated and competitive environment; when actions are required	When renewal is essential to reposition the association; preparing others as part of a succession strategy; developing others to fill a skills, knowledge or competency gap; when association needs to prepare for the future and improve performance
Impact on culture	Negative/highly negative	Highly positive	Very positive	Positive	Negative/neutral	Very positive