

THE DIFFERENT LEADERSHIP STYLES I HAVE ENCOUNTERED ON THIS PLACEMENT

I will be reflecting on the different types of communication and leadership I have observed across my placement and the outcomes of these different types of leadership. Daniel Goleman has identified six effective leadership styles and I will be using this model for my reflection (Goleman, 2016).



Beginning with my supervisor, I believe she demonstrates a coaching style in her leadership. The coaching style tends to help individuals identify their strengths and weaknesses, provides on-going support and feedback and shares exciting assignments for development purposes (Goleman, 2016). This is very evident to me as she took the time at the beginning of my placement to listen about my previous placement and hear about what went well and what didn't go so well. For a student, this is so key because it makes them feel valued and can help to quickly build a good rapport, which it did for me. She will regularly schedule in catch up's to see the progress of my projects and see how I am finding the placement. This has been really helpful for me in this placement, because it has encouraged me to develop my reflective skills. In addition to this, it also allows for students to create deadlines to work to, so they know they can feedback in those catch ups and get more advice on how to further develop their work.

Goleman found that the coaching style is least effective for individuals who struggle to seek direction and feedback. I personally have found that this style of working worked really well for me. Being a ENFP personality type I find it really hard to work in environments with rigid

hierarchical structures, and prefer work that allows the flexibility of independent thought. So having a coaching style which leans into helping develop individuals has worked really well for me.

From my own personal observation I believe that my clinical educator exhibits a democratic style of leadership. Democratic leaders trust that individuals have the capability to develop the appropriate direction for themselves and their team, invites individuals to make decisions affecting their work and reaches decisions by consensus (Goleman, 2016). This has been so evident and beneficial to me for my placement. I have always tended to shy away from showcasing myself and will happily give others the opportunity to shine over myself. However, from this leadership style I have felt positively pushed to step outside of my comfort zone to try things I traditionally see as hard. This has really helped me grow in my self-confidence and made me realise I am capable and am able when I challenge myself. An example of this would be the MFRAT, before this placement I really wanted to be able to put it down as an objective. However, due to lack of confidence I didn't. Last week, my educator gave me the opportunity to do two and even though I initially resisted, she encouraged me to lead and that she would be there to step in if needed. It surprisingly went really well and that definitely boosted my confidence.

Again this style has worked positively for me on placement because it motivates and empowers individuals to make decisions about their own work and creates team work and commitment. But, it doesn't work well in situations where individuals are incompetent or need close supervision (Goleman, 2016).

On one of my projects, I worked with a lead who I has a pace-setting leadership style. These types of leaders holds and exemplifies high standards for performance, rescue the situation if others don't perform by assuming responsibility for the task or by giving detailed instructions on how to do it and is obsessive about doing things faster and better (Goleman, 2016). For me, this style of leadership worked really well to inspire me. At our first meeting, we were told about the plans for this project and it seemed very exciting and as an ENFP, I'm very high on creativity and always ready to explore new projects and ideas and love to be inspired and inspire others in the process. However, as this project progressed I began to struggle with this style of leadership.

This style of leadership works really well with individuals who need little direction or co-ordination and can produce quick results. However, the lack of direction at points left me feeling a bit lost and confused in terms of expectations. I really appreciated this leader wanting us to be autonomous in this project and I want to further work on that, but I am aware that I do need some guidance to make sure I'm on the right path. However, I did find that each time I did have a catch up I did feel re-inspired for the project.

Finally, I observed a visionary and coaching style from a leader I spent some time with clinically. Visionary leaders inspire others by providing a vision for individuals. Their

strengths lie in soliciting individuals' perspectives, using a range of methods to enhance others motivation and performance and taking responsibility for facilitating the development and communication of a clear vision of how things can be (Goleman, 2016). In addition to this she demonstrated qualities of a coaching style of leadership which helps individuals identify their strengths and weaknesses in the light of their aspirations, provides on-going support and feedback and reaches agreement with both ends in the development process (Goleman, 2016). Prior to spending time there and with the time I spent there, I really felt the support of this leader to identify what I wanted to cover that day. She made sure that we both agreed on the outcomes and I really felt supported through her on-going support and feedback throughout the day. I feel that she demonstrated a visionary leadership also because she led by example. She was out there working clinically with the team and would check in on how they were doing and really created that vision for them to work towards.

Overall, I have experienced different styles of leadership over this placement. They have all been so beneficial to me and how helped me learn so much and be able to produce the work I have. Although there are strengths and weaknesses to them all, they are all each important and there is a value in all these different styles.

My references:

Goleman, D., 2016. *Leadership Styles*. [online] Bfwh.nhs.uk. Available at: <<https://www.bfwh.nhs.uk/onehr/wp-content/uploads/2016/02/Leadership-Styles-V1.pdf#:~:text=%5ETypically%20the%20best%20most%20effective%20leaders%20act%20according,%E2%80%93create%20the%20kind%20of%20resonance%20that%20boosts%20performance>> [Accessed 14 October 2020].

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