

Primal Leadership

Resonant Leadership relies upon connection, emotional intelligence, relationship, and wisdom. It creates buy-in on the part of those we lead and embodies a 'working together' spirit which aids organization members in feeling corporate effort as opposed to simply obeying commands.

Creating resonance among team members is no easy task. The easy way out of tough situations can be to rely on methods which may get the job done, yet create dissonance. We can ask what difference it makes, as long as the job gets done but there is a tangible difference. Dissonance creates resentment, and feelings of being devalued among organization members. Resonant leadership gets the job done with tangible increases in efficiency, energy, and excitement about future projects.

Resonant Styles

VISIONARY

HOW IT BUILDS RESONANCE: Moves people toward shared dreams

IMPACT ON CULTURE: Strongly positive

WHEN TO USE: When changes require a new vision, or when clear direction is needed.

COACHING

HOW IT BUILDS RESONANCE: Connects what a person wants with the organization's goals

IMPACT ON CULTURE: Highly positive

WHEN TO USE: To help an employee improve performance by building long-term capabilities.

AFFILIATIVE

HOW IT BUILDS RESONANCE: Creates harmony by connecting people with each other

IMPACT ON CULTURE: Positive

WHEN TO USE: To heal rifts in a team, motivate during stressful times, or strengthen connections

DEMOCRATIC

HOW IT BUILDS RESONANCE: Values peoples' input and gets commitment through participation

IMPACT ON CULTURE: Positive

WHEN TO USE: To build buy-in or consensus, or to get valuable input from employees.

Potentially Dissonant Styles

PACESETTING

HOW IT BUILDS RESONANCE: Meets challenging and exciting goals

IMPACT ON CULTURE: Because too frequently poorly executed, often highly negative

WHEN TO USE: To get high-quality results from a motivated and competent team

COMMANDING

HOW IT BUILDS RESONANCE: Soothes fears by giving clear direction in an emergency

IMPACT ON CULTURE: Because so often misused, highly negative

WHEN TO USE: In a crisis, to kick-start a turnaround, or with problem employees

(Credit to Daniel Goleman, Richard Boyatzis, and Annie McKee, Primal Leadership)