

**Read 2 articles from the following websites.**  
**Watch a short video clip and do the exercises.**

Opracowane przez Mgr Bożena Miśkiewicz

<https://www.leadershipahoy.com/the-six-leadership-styles-by-daniel-goleman/>

<https://www.business-powerhouse.com/6-leadership-styles-from-daniel-goleman-author-of-leadership-that-gets-results>

<https://youtu.be/7Qv0o1oh9f4>

Exercise 1/ 12 points

**Decide if the sentences are true or false.**

1. Daniel Goleman compares leadership styles to the array of golf clubs in the golf player's bag.

True /False

2. Authoritative leaders get extraordinary results from people who always act as instructed.

True/False

3. Increased employees' motivation and higher employee retention is thanks to showing the big picture.

True /False

4. Authoritative leaders are recognized as an authority so they do not let people figure out how to achieve common goals.

True /False

5. By expressing genuine interest in employees' life, career and goals, coaching leaders gain their loyalty and engagement.

True/False

6. Leaders using the coaching leadership style tend to make their employees stay in their comfort zone.

True /False

7. The affiliative leadership style is applied when a company needs to deal with trust issues, poor communication, or low morale.

True/False

8. The affiliative leadership style should be used exclusively.

True /False

9. The democratic leadership style makes sense in the case of reluctant, inept, and incompetent people.

True/False

10. Pacesetter leaders can tolerate somebody who doesn't meet their standards.

True/False

11. The pacesetter leadership style works best in the second stage of the company's life cycle.

True/False

12. The commanding leaders tend to exert full control over everything.

True /false

Exercise 2/ 6 points

**Match to form phrases.**

- a. set up
- b. short -term
- c. manage
- d. put constant
- e. delegate
- f. stifle

- 1. pressure
- 2. failures
- 3. conflict
- 4. meetings
- 5. authority
- 6. initiative

Exercise 3/ 12 points

**Fill in with the most appropriate word.**

1. For the team to believe you, understand you, and be willing to follow you, there needs to be some basic [1] and emotional understanding. ( 7 letters)
2. You need to understand your own emotions, strengths, weaknesses, [2] and drivers. ( 6 letters)
3. A leader with good self-control does not have sudden aggressive [3]. ( 9 letters )

4. Empathy is a major [4] of social awareness. ( 11 letters)
5. Resonant leadership is the ability of a leader to create a positive emotional [5] using emotional intelligence. ( 6 letters)
6. As Daniel Goleman puts it himself: “The best leaders don’t know just one style of leadership – they’re skilled at several, and have the flexibility to [6] between styles as the circumstances dictate.” ( 6 letters)
7. Commanding style leads to dissonance with people feeling overrun, disrespected, treated like machines, [7] and generally unhappy and unmotivated.( 10 letters)
8. Autocratic leadership is known for low productivity, low engagement, fear, and high [8] .  
( 8 letters)
9. Visionary style more than others [9] powerful communication skills. ( 8 letters)
10. The affiliative leader builds strong relationships and [10] with the team members and between them.( 5 letters)
11. democratic style can build sizeable commitment and bring people together as a team with significant reductions in [11] games and politics as a result.( 5 letters)
12. Pacesetting style has a complete focus on [12] and results. ( 11 letters)

Exercise 4/6 points

**Watch the interview with Daniel Goleman**

<https://youtu.be/7Qv0o1oh9f4>

What have you learnt from this interview about a leader like ***Herb Kelleher from Southwest Airlines?***

Write 6 sentences.

---

---

---

---

---

---