

# Emotional Leadership Styles: Role of the Coach and the Team Leader in Distinct Categories of Sports

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**Abstract – A sports team is characterized by its unique identity, the placement of its members in different positions, a programme for action, and replacing or transferring of members from one position to another. The coach plays the managerial functions like planning, organizing, budgeting, scheduling, recruiting, public relations, leadership etc. Among these, leadership is the most significant because a leader is a person who motivates the team members and this action in turn contribute to the best performance and success. The coach and the team leader are two significant contributors to the performance effectiveness.**

**In their 2002 book *Primal Leadership*, Daniel Goleman, Richard Boyatzis, and Annie McKee detailed their Six Emotional Leadership Styles theory. The theory highlights the strengths and weaknesses of six common styles – Visionary, Coaching, Affiliative, Democratic, Pacesetting, and Commanding. It also shows how each style can affect the emotions of your team members.**

**The sport market comprises of distinct divisions like participatory sports, elite sports and the entertainment sports. These different divisions of the sport community are distinct in terms of their goals. Therefore, the kind of leadership expected from the coach and the team leader are distinct in nature. The leader must choose the design ideally tailored to the team's requirements and to the individual circumstance.**

**Keywords: Emotional Leadership Styles, Performance, Elite Sports, Entertainment Sports**

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A sports team is like any organization. The leadership theory is relevant to sports because of this apparent relation to a formal organization, when sports teams are viewed in a formal organizational context. To be specific, a sports team is characterized by its unique identity, the placement of its members in different positions, a programme for action, and replacing or transferring of members from one position to another. Therefore, the role of the coach is similar to that of the organization management. He plays the managerial functions like planning, organizing, budgeting, scheduling, recruiting, public relations, leadership etc. (Sage, 1973). Among these, leadership is the most significant because a leader is a person who motivates the team members and this action in turn contribute to the best performance and success. The coach and the team leader are two significant contributors to the performance effectiveness.

Many of the studies in sports leadership are centred around the character of the coach. They analyse the decision making ability and management of the coach. An established model of leadership in sports is Packianathan Chelladurai's Multidimensional Model of

Leadership (MML). Chelladurai has proposed that the effectiveness of leader behaviour (i.e., the coaching behaviour) is contingent on its congruence with the preferences of the members as well as the dictates of the situational characteristics (1978). The leadership style frameworks apply a blend of many of the existing notions and acts as a managerial scaffolding in determining the performance effectiveness and success.

In their 2002 book *Primal Leadership*, Daniel Goleman, Richard Boyatzis, and Annie McKee detailed their Six Emotional Leadership Styles theory. This is the book that established Emotional Intelligence (EI) in the business lexicon—and made it a necessary skill for leaders. The theory highlights the strengths and weaknesses of six common styles – Visionary, Coaching, Affiliative, Democratic, Pacesetting, and Commanding. It also shows how each style can affect the emotions of your team members (Goleman, Boyatzis, & McKee, 2002).

Research in connection with personality types and leadership show that a leader's emotional state can

have an impact on every team member in an organization. The mood of the leader may trigger a chain reaction that affect not only the morality of the team members but also profitability and the bottom line. Thus, as a leader, having a higher degree of emotional intelligence (EI)— the ability to control your own emotions and interpret other people's — is an essential skill.

## REVIEW OF LITERATURE

Daniel Goleman and others'six emotional leadership styles are useful in different circumstances. Each style influences people's feelings differently and each has strengths and disadvantages in different circumstances. Among these, four types (Visionary, Coaching, Affiliative, and Democratic) promote peace and productive outcomes. The other two (Commanding and Pacesetting) will, however, generate friction and you can use them only in particular circumstances. Goleman and his co-authors claim that you should not always use one particular style. Instead, use the six models interchangeably – consider the one that better describes the problem you encounter, the individuals in question, and the feelings they undergo.

1. The Visionary Leader: A visionary leader always says, "come with me." They are inspiring characters. They lead their team members by telling the goal to which they are moving, but they will not take the decision on how they are going to reach the destination. They empower the team members to take their own decisions to fix a challenge or achieve a goal. A visionary leader is essential for a team when it needs a renewed vision or a new path, or to support the team handle change. Here, empathy is the character trait that leads the leader. Hence, he can create the most positive outcomes than other types of leaders, but it is always a burden too.
2. The Coaching Leader: A coaching leader always says, "try this." This leader facilitates the connection between the team's goals and the members' personal goals and values. Here the leader is an encouraging and mentoring personality. A coaching leader can use this style when he/she wants to focus on endorsing members for future success. To move on with this style, the leader has to establish a rapport with the fellow members and motivate them. And the leader must be able to communicate the long-term plans in order to assist the members to relate their goals with the team goals.
3. The Affiliative Leader: The affiliative leader believes that, "people come first." Here the leader encourages team unity, and stresses interpersonal relations. It binds members through opportunities for integration and dispute resolution. In order to utilize this style, the leader must be able to appreciate the feelings of others and have a clear understanding of their emotional needs. An affiliative leader interferes when there is a friction or disagreement arises in the team, when confidence has been compromised, or when the team wants to be motivated during a difficult period of time. Here, the leader needs to learn how to resolve conflicts and how to be optimistic.
4. The Democratic Leader: The democratic Leader asks, "what do you think?" The style of democratic leadership is centred around collaboration. Leaders who use this form of leadership consistently seek feedback from their team members, and focus more on listening than leading. This approach is typically used anytime you need a concept or create momentum to bring the team on board. But the leader must be vigilant with respect to the members' expertise, knowledge and quality of details. In order to become a democratic leader, one must strive to strengthen their capacity for active listening and promote constructive listening among team members. Also, ensure the participation of the team members in problem solving and taking choices, and give them the knowledge they need to do so.
5. The Pacesetting Leader: The pacesetting leader says, "Do as I do, now." This leadership style is founded on productivity and attaining targets. Here the leader demands consistency from their team members, so that they will also step in on their own and ensure goals are achieved. Though this can be a positive practice, it can have a detrimental impact on the team, resulting in burnout, fatigue and high turnover of members. This style can be used when it needs a committed group to deliver good quality results, fast. Since this approach is based on high performance, the members need to be well trained and involved in high-performance coaching to help them become as productive as possible.
6. The Commanding Leader: The Commanding Leader demands, "Do what I tell you." Leaders of this style rely on instructions, the possibility of punitive measures, and strong regulation. Since this type of leadership is often misused, it can have a profoundly detrimental impact on a team. In turn it curtails the members' democratic rights. The method of commanding leadership is often employed to jump-start fast-paced transition in conflicts, often for members of the problem team (Goleman et al., 2002).

## THE ROLE OF THE COACH AND THE TEAM LEADER

The sport market comprises of distinct divisions like participatory sports, elite sports and the newly emerged entertainment sports. Participatory sports blend enjoyment and achievement, fair and open, whereas elite athletes still aspire for perfection. The entertainment sports do not generate excellence; rather they recognise the excellence devised by others and buy their talent and showcase them in the form of orchestrated tournaments as entertainment. These different divisions of the sport community are distinct in terms of their goals. Therefore, the kind of leadership expected from the coach and the team leader are distinct in nature.

## PARTICIPATORY SPORTS AND LEADERSHIP

Participatory sports or mass sports is, in fact, a jovial pursuit participated in for the enjoyment gained from it. It's an endeavour that's linked with no material value, so it can't make any benefit. It is not serious in the sense that the presumption of play is a free exercise but at the same time the team spirit deeply and completely dominates the player. It is inclusive in essence, regardless the talent of the members. All in all, it is merry making.

Based on the popularity in different regions, the highly participated sports are Football, Badminton, Field Hockey, Volleyball, Basketball, Tennis, Cricket, Table Tennis, Baseball, and Golf. Among these the group sports are Football, Field Hockey, Volleyball, Basketball, Cricket, and Baseball. During the latest global survey conducted by the athletics governing body FIFA, it was reported that there are 265 million people playing the sport along with over 5 million officials, comprising 4 per cent of the world's population (Kunz, 2007). And as per estimation, 60 million people globally participate in the sport on a daily basis (Church, 2013).

The coach or the captain of a mass sports have to follow one or more styles of emotional leadership. Among the six styles, the most suitable approaches in participatory sports is of a visionary leader, a coaching leader and an affiliative leader. As team members pick up the enthusiasm, passion, and conviction of the leader, they always get excited. The effective interaction on goal and purpose places them in the extra job they need to develop new skills. The coaching leader encourages and motivates the members of the team who in turn must extend the expertise base and skills. They show an optimism and curiosity for the prospect, rather than being overwhelmed. And the affiliative leader would consider the emotional needs of the team before undertaking any project on group preferences and expectations for the future. This work dynamic is stronger and the gateway of new partnerships.

## ELITE SPORTS AND LEADERSHIP

Apart from the more egalitarian participatory sports, elite sports concentrate on top athletes and maximum result. Hence, along with the above mentioned three leadership styles, the pacesetter leader and the commanding leader have more to do to enhance performance levels and outcome. When the participatory sports Football, Field Hockey, Volleyball, Basketball, Cricket, and Baseball reaches to more professional level, the organization of teams and players change. Elite sports turn the moderate solution into a tougher one to deliver the desired outcome. Rather of an egalitarian strategy, professional sports rely on subtracting competitors in order to root out real strengths, thus increasing the market profitability. Professionalism and economic benefits take the place of the democratic ethos.

When the competent team management focuses on raising the success standard of the team, a coach and team leader has the responsibility to train the participants for a linear course. Here, the pacesetter leader makes an entry. To ensure progress the leader should ask for additional input. Even though the chief may be conscious of the team's shortcomings, he / she will be well positioned to push back. It can have a detrimental impact on the team but to produce a positive outcome. A commanding leader's entry is relevant in a situation when there is a conflict between the team members regarding the future plans. He/ she starts giving guidelines to those closest to him/ her when it needs to. To leave no space for argument, this leader must have a strong, authoritative sound. That will subside the claims and the leader would be able to prepare what would happen next. His/ her effort and self-control silence everyone's worries, and things easily get finished. The commanding leader should turn to a more inclusive leadership style after the crisis has ended, recognizing the knowledge and skills of his team members.

## ENTERTAINMENT SPORTS AND LEADERSHIP

The more mainstream a sport is, the more enticing it would be to see it perform. If the competitors are great, the more enticing it is to see the game. It is no wonder that sport associations have capitalized on this ability to sell their respective sport's entertainment appeal. The magnificent instances of these sports business projects are La Liga, the English Premier league, Italy's Serie A, the German Bundesliga and France Ligue 1. In cricket, the Indian Premier League is the new such enterprise and is rated the second richest league of all sports.

Entertainment sport reflects hunting, where nature-born species are killed to be eaten as food for the kin. Many investors' foundational strategies include finding the finest talent from around the globe, and

employing well-paid trainers to turn them into successful and productive players. It must be remembered that the quality is not generated by such agencies. But they are excellent at recognizing the creativity created by others and purchasing their talent and parading them in the form of structured contests as entertainment.

The above facts make it clear that leadership is a less influential factor in the entertainment sports. The more acceptable leadership style here is of a democratic leader. There is plenty of creativity, expertise and skill inside the team, and the leader recognizes a joint initiative will produce fresh ideas. It could offer the group the impression that it is making a better contribution to tackle the problem. The leader coordinates a meeting with the team to rectify the situation if there is any, allowing a few days to plan for it. Then the leader invites members to pose their propositions at the next session. Then, he/ she offers them the floor; he/ she only listens for the remainder of the conference. Team members talk through their strategies and the leader reaches a decision on what is next.

## CONCLUSION

By introducing new targets and instituting new methods the coach develops a fresh dream for the sportsman. Additionally, the team leader convinces the performer of the efficacy of the new vision, shows faith in the performer, and secures the performer's dedication to the new vision. The coach encourages players to strive and attain success through fostering passion, creating faith, instilling confidence, reinforcing integrity, providing standards of strength and commitment, and sharing struggles. He/she stimulates the imagination of the participant by challenging current perceptions and behaviours, promote ingenuity and innovation and offer comprehensive perspectives.

Evidence suggests that the emotional state of the leader will reverberate through an enterprise, impacting its ethos and profitability. Emotional intelligence (EI) is therefore a crucial asset in leadership. Daniel Goleman, Richard Boyatzis and Annie McKee suggest that the leaders of Visionary, Coaching, Affiliate, Democratic, Pacesetter and Commanding styles have a distinct influence on the members of the unit whom they head. Each strategy fits well in various contexts – whether in participatory sports, elite sports or entertainment sports – resonating with the teammates differently and delivering specific outcomes. Learning these skills is essential to a leader's effectiveness and to the team's advancement. The leader must choose the design ideally tailored to the team's requirements and to the individual circumstance.

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