

## Hey! What's New? 2025-126

### How to Finetune Your Leadership Style

According to an article in *INTHEBLACK*, written by Nicola Heath, “navigating the many, at times conflicting, leadership models on offer is a common challenge faced by leaders in all industries. While it may be tempting to become fluent in one style, it is not necessarily the best way to develop an effective and well-rounded leadership identity.

“Leaders should treat leadership not as a fixed identity but as a living, adaptive practice that is evolving,” she quotes Dimitrios Salampasis, associate professor in emerging technologies and fintech at Swinburne University of Technology, as saying. Rather than remaining static, he says, leadership must evolve to keep pace with a changing world.

“Currently, we have many shifting dynamics from an organizational standpoint, a technological standpoint, a societal standpoint and a geopolitical standpoint. We live in a time where there are lots of moving pieces,” he says. In this changing environment, Salampasis adds that leaders can draw on the different models according to their role, their organization and its culture.

Dr. Will Felps, an associate professor in management at UNSW Business School, advocates for a flexible approach that matches leadership models to specific contexts. Rather than relying on one leadership model, he believes that leaders should mix and match according to need.

“There’s no one best approach,” Felps says. “There are different approaches for different problems.” Adaptive leadership, for example, is ideal for solving what are known as “wicked problems” — those complex issues where there is no clear path forward.

“In these situations, there might be conflicts between different parties,” Felps says. “When you’re in that kind of situation, classic command-and-control directive leadership or transformational leadership won’t work. There is a different set of tools you need for that context.” Leadership courses can provide emerging leaders with the skills and knowledge necessary to create a flexible leadership style.

Heath suggests that there are several common leadership styles:

**Transformational leadership** inspires and motivates followers to achieve change or growth. Capable, innovative and bold, these leaders create a collective vision to achieve exceptional results.

**Servant leadership** is a people-first philosophy that drives performance through promoting employee development and wellbeing.

**Servant leaders** create high levels of trust through empathy and active listening.

**Adaptive leadership** employs a collaborative approach to solving complex problems. These leaders are adaptable and flexible with high levels of resilience and emotional intelligence.

**Democratic leadership** is a consultative style suited to organizations with flat hierarchies and high levels of employee expertise that leaders can call on to make decisions.

**A coaching approach** to leadership focuses on developing the skills and knowledge of employees. A coach provides team members with feedback, support and guidance to achieve organizational goals.

**Authoritative leadership** is a top-down approach that provides employees with clear direction. Confident, decisive and emotionally intelligent, these leaders possess a strong vision and equip employees to succeed, offering support when necessary.

**Authoritarian leaders** exert complete control over their teams with little opportunity for consultation.

**Laissez-faire leadership** is an approach where employees are given minimal guidance. In this situation, they require a high level of competency to operate independently with little direction.

According to Heath, “different settings require different leadership models.”

Learn more at [How to finetune your leadership style today | INTHEBLACK](#).