

Leadership styles

Style	Traits	Best for
Visionary	<ul style="list-style-type: none"> • Motivates members to struggle forward, tells them where to go, but not how to get there • Openly shares information • May fail when motivating more experienced peers 	When new direction is needed
Coaching	<ul style="list-style-type: none"> • Connects wants to organisational goals, helps identifying strengths & weaknesses • Good at delegation, leads to loyalty • May look like micro-managing when done badly 	Building long-term capabilities
Affiliative	<ul style="list-style-type: none"> • Creates harmony within the organisation • Very collaborative, focuses on emotional needs over work needs • May avoid emotionally-distressing situations 	Healing rifts, getting through stressful situations
Democratic	<ul style="list-style-type: none"> • Values member inputs and participation • May lead to indecision 	Gaining inputs and approval of members
Pace-setting	<ul style="list-style-type: none"> • Builds challenges and exciting goals for people, expecting and showing excellence • Tend to be low on guidance, may lead to exhaustion and decline 	Results from a motivated and competent team
Commanding	<ul style="list-style-type: none"> • Has powerful stance, gives clear and decisive directions, commanding and expecting full compliance • May seem cold and distant 	Crisis situations, unresponsive members

	Commanding	Visionary	Affiliative	Democratic	Pace-setting	Coaching
	<i>Do what I tell you!</i>	<i>Come with me!</i>	<i>People come first!</i>	<i>What do you think?</i>	<i>Do as I do, now!</i>	<i>Try this!</i>
	Demands immediate compliance.	Mobilizes people towards a vision.	Creates harmony and builds emotional bonds.	Forges consensus through participation.	Sets high standard for performance.	Develops people for the future.
	Drive to achieve, initiative, self-control.	Self-confidence, empathy, change catalyst.	Empathy. Building realtionships, communication	Collaboration, team leadership, communication.	Conscientiousness, drive to achieve, initiative.	Developing others, empathy, self-awareness.
	In a crisis, kick start a turn around or with problem employees.	When changes require a new vision, or when a clear direction in needed.	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or get input from valuable employees.	To get quick results from a highly motivated and compentent team.	Help an employee improve performance or develop long-term strenghts.
	Negative overall impact on climate.	Most strongly positive.	Positive.	Negative overall impact on climate.	Negative.	Positive.

Source: Goleman, Daniel, «Leadership that Gets Results», Harvard Business Review, March-April 2000, p. 82-83

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