## Leadership styles

<table>
<thead>
<tr>
<th>Style</th>
<th>Traits</th>
<th>Best for</th>
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| **Visionary** | • 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** | • 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** | • 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** | • Values member inputs and participation  
|           | • May lead to indecision                                                | Gaining inputs and approval of members        |
| **Pace-setting** | • 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** | • Has powerful stance, gives clear and decisive directions, commanding and expecting full compliance  
|           | • May seem cold and distant                                             | Crisis situations, unresponsive members        |
**Commanding**

*Do what I tell you!*
- Demands immediate compliance.
- Drive to achieve, initiative, self-control.
- In a crisis, kick start a turn around or with problem employees.
- Negative overall impact on climate.

**Visionary**

*Come with me!*
- Mobilizes people towards a vision.
- Self-confidence, empathy, change catalyst.
- When changes require a new vision, or when a clear direction is needed.
- Most strongly positive.

**Affiliative**

*People come first!*
- Creates harmony and builds emotional bonds.
- Empathy. Building realtionships, communication
- To heal rifts in a team or to motivate people during stressful circumstances
- Positive.

**Democratic**

*What do you think?*
- Forges consensus through participation.
- Collaboration, team leadership, communication.
- To build buy-in or consensus, or get input from valuable employees.
- Negative overall impact on climate.

**Pace-setting**

*Do as I do, now!*
- Sets high standard for performance.
- Conscientiousness, drive to achieve, initiative.
- To get quick results from a highly motivated and competent team.
- Negative.

**Coaching**

*Try this!*
- Develops people for the future.
- Developing others, empathy, self-awareness.
- Help an employee improve performance or develop long-term strenghts.
- Positive.

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

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