

Leaders Need Many Styles

	Modus Operandi	Message	EQ Competencies	When to Use	Impact on Climate
Coercive	Demands immediate compliance	“Do what I tell you.”	Drive to achieve, initiative, self-control	In a crisis, to kick start a turnaround, or with problem employees	Negative if overly used
Authoritative	Mobilizes people toward vision	“Come with me.”	Self-confidence, empathy, change catalyst	When change requires new vision, or clear direction is needed	Most strongly positive
Affiliative	Creates harmony and builds emotional bonds	“People come first.”	Empathy, building relationships, communication	To heal rifts in a team or to motivate people during stress	Positive
Democratic	Forges consensus through participation	“What do you think?”	Collaboration, team leadership, communication	To get buy-in, consensus, or valuable input	Positive
Pacesetter	Sets high standards for performance	“Do as I do now.”	Conscientious, drive to achieve, initiative.	To get quick results from a highly competent team	Can lead to burnout
Coaching	Develops people for the future	“Try this.”	Developing others, empathy, self awareness	To help an employee improve performance or develop long term strengths	Positive

Sage Leaders’ adaptation from Daniel Goleman’s article, “Leadership That Gets Results” in Harvard Business Review, March-April, 2000