

OVERVIEW OF GOLEMAN'S 6 LEADERSHIP STYLES

Style of leadership	How they operate	The style in a phrase	Emotional intelligence competencies	When the style works best	Overall impact on climate
AFFILIATIVE	Creates harmony and builds emotional bonds.	'People come first'	<ul style="list-style-type: none"> • Empathy • Building Relationships • Communication 	To heal rifts in a team or to motivate people during stressful circumstances.	Positive
VISIONARY	Mobilises people toward a vision.	'Come with me'	<ul style="list-style-type: none"> • Self-Confidence • Empathy • Change Catalyst 	When changes require a new vision or when a clear direction is needed.	Strongly Positive
COACHING	Develops people for the future.	'Try this'	<ul style="list-style-type: none"> • Developing Others • Empathy • Self-Awareness 	To help an employee improve performance or develop long-term strengths.	Positive
COERCIVE	Demands immediate compliance.	'Do what I tell you'	<ul style="list-style-type: none"> • Drive to Achieve • Initiative • Self-Control 	In a crisis, to kick-start a turnaround or with problem employees.	Negative
DEMOCRATIC	Forges consensus through participation.	'What do you think'	<ul style="list-style-type: none"> • Collaboration • Team Leadership • Communication 	To build buy-in or consensus, or to get input from valuable employees.	Positive
PACE SETTING	Sets high performance standards.	'Do as I do, now'	<ul style="list-style-type: none"> • Conscientious • Drive to Achieve • Initiative 	To get quick results from a highly motivated and competent team.	Negative

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