

## The Six Leadership Styles (Goleman)

	<b>Commanding</b>	<b>Visionary</b>	<b>Affiliate</b>	<b>Democratic</b>	<b>Pacesetting</b>	<b>Coaching</b>
<b>The leader's modus operandi</b>	Demands immediate compliance	Mobilizes people towards a vision	Create harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
<b>The style in a phrase</b>	"Do as I say."	"Come with me."	People come first."	"What do you think?"	"Do at my pace."	"Try this."
<b>Underlying emotional intelligence competencies</b>	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientious, drive to achieve, initiative	Developing others, empathy, self-awareness
<b>When the style works best</b>	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performances or develop long-term strengths

Goleman, David. "Leadership that Gets Results" Harvard Business Review, March-April 200 p. 82-83.