

Leadership Styles

Leadership Styles (Daniel Goleman)

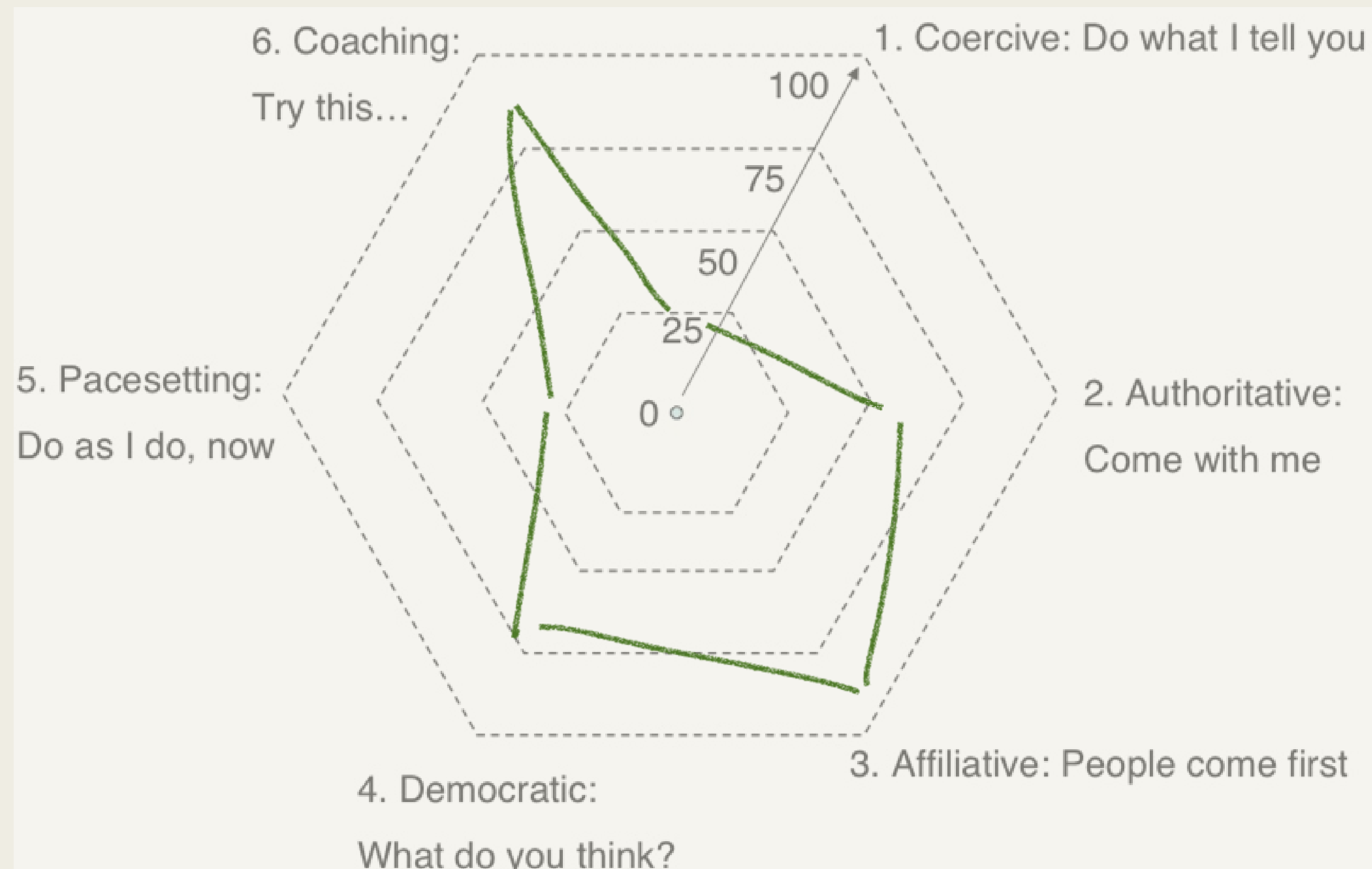
Leader's style	Coercive	Authoritative	Affiliative
The leader's modus operandi:	Demands immediate compliance,	Mobilizes people toward a vision.	Creates harmony and builds emotional bonds.
The style in a phrase:	“Do what I tell you”	“Come with me”	“People come first”
Underlying emotional competencies:	Drive to achieve, initiate, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication
When the style works best:	In a <u>crisis</u> , to kick start a turnaround, or with problem employees	When <u>changes</u> require a new vision or a clear direction is needed	To heal rifts in a team or to <u>motivate</u> people during stressful circumstances

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Democratic	Pacesetting	Coaching
Forges consensus through participation.	Sets high standard of performance.	Develops people for the future.
“What do you think?”	“Do as I do, now”	“Try this”
Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
To <u>build buy-in</u> or consensus, or to get input from valuable employees	To get <u>quick results</u> from a highly motivated and competent team	To help employee improve performance or <u>develop long-term strengths</u>

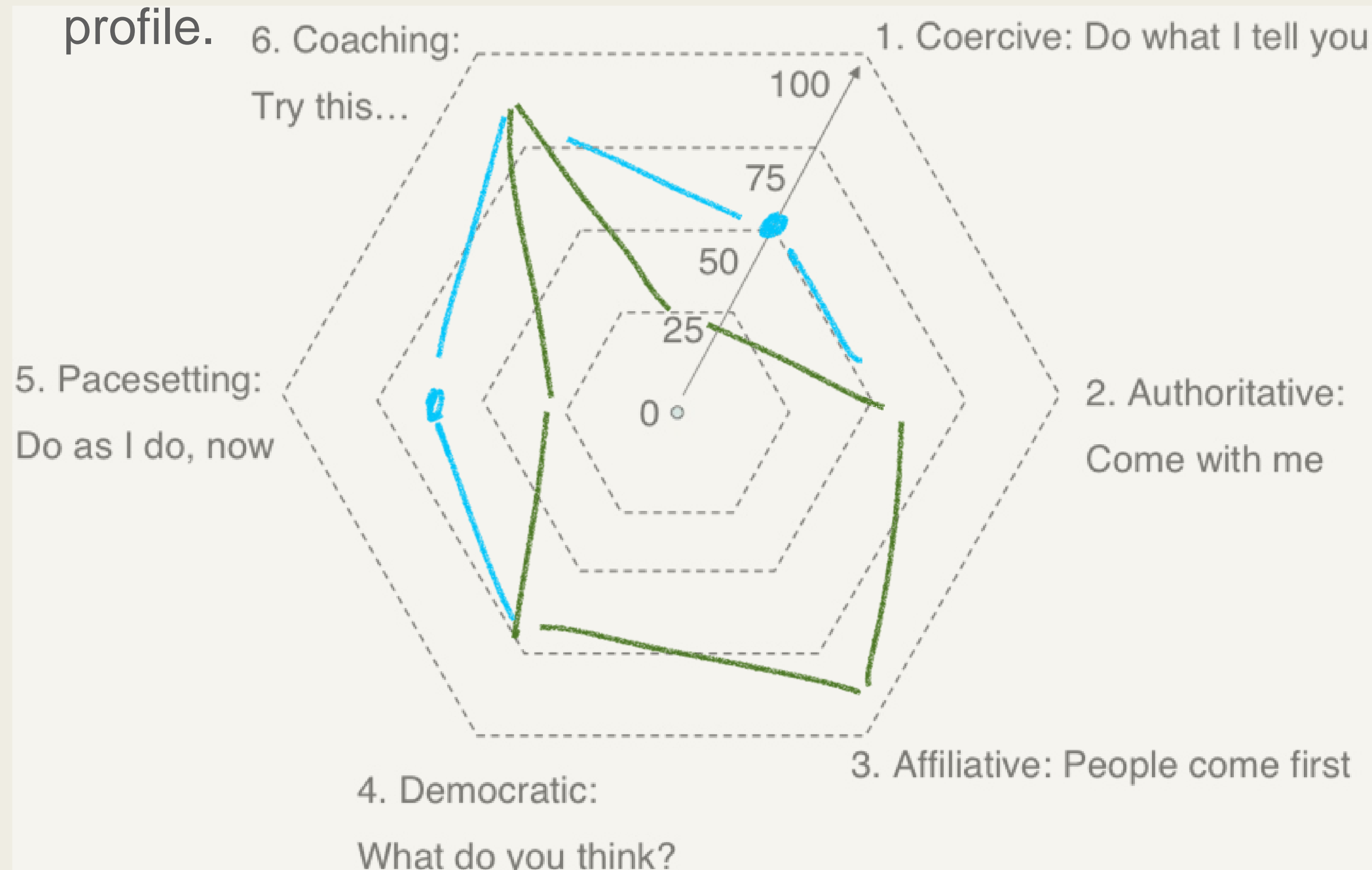
My current leadership style profiles

1. Draw your natural leadership style profile



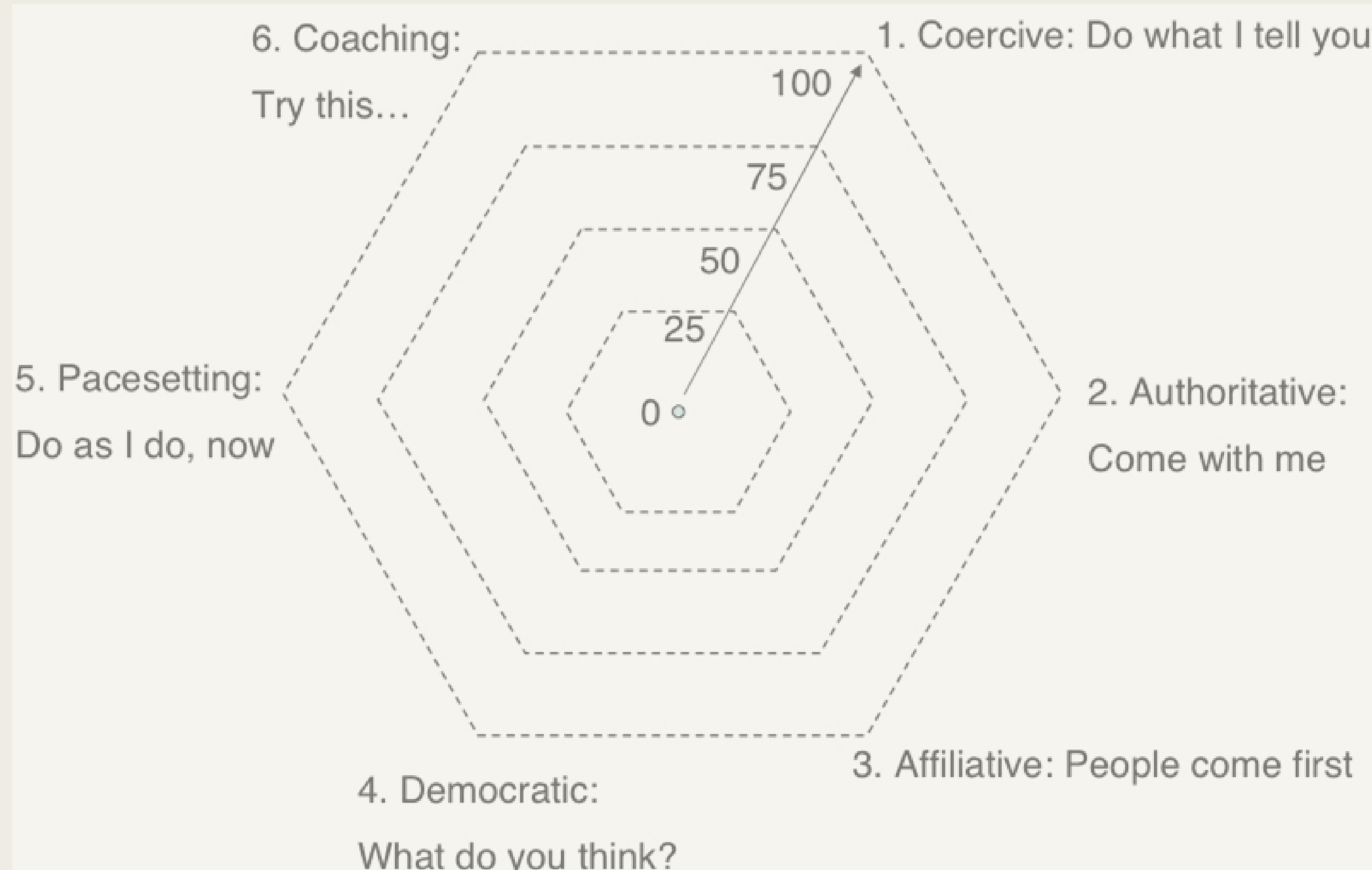
My current and future leadership style profiles

2. Looking at what you want to achieve in the future which leadership style(s) will be most effective? Draw your target profile.



My current and future leadership style profiles

3. Looking at what you want to achieve in the future which leadership style(s) will be most effective? Draw your target profile.



My current and future leadership style profiles

Talk to a peer:

- How is my leadership style playing out in practical life?
- Which styles will be easy / difficult to learn? Why?
- How can you practice and learn your target style(s)?