

Clip 3: What would be your leadership style?

The Six Leadership Styles (Goleman)

	Commanding	Visionary	Affiliative	Democratic	Pacesetting	Coaching
The leader's modus operand	Demands immediate compliance	Mobilises people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
The style in the phrase	"Do what I tell you"	"Come with me"	"People come first"	"What do you think?"	"Do as I do, now"	"Try this"
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build a buy-in or consensus, or to get input from valuable employees	To get quick results from highly motivated and competent team.	To help an employee improve performance or develop long term strengths
Overall impact on workplace climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive

Goleman, Daniel "Leadership That Gets Results" Harvard Business Review March-April 2000 p. 82-83

Disclaimer

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