



LEADERSHIP STYLES

STTACC Conference
2016

EFFECTIVE LEADERS USE A MIX OF THE FOLLOWING STYLES.

THE STYLES ARE IDEALLY APPLICABLE ONLY IN CERTAIN SITUATIONS.

COMMANDING

Demands immediate compliance

“Do what I tell you.”

Underlying competencies: Drive to achieve, initiative, self-control

Best: In a crisis, to kick start a turnaround, or with problem employees

Overall impact on climate is often **negative**.

VISIONARY

Mobilizes people towards a vision

“Come with me.”

Underlying competencies: Self-confidence, empathy, change catalyst

Best: When changes require a new vision, or when a clear direction is needed

Overall impact on climate is most strongly **positive**.

AFFILIATIVE

Creates harmony and builds emotional bonds

“People come first.”

Underlying competencies: Empathy, building relationships, communication

Best: To heal rifts in a team or to motivate people during stressful circumstances

Overall impact on climate is **positive**.

DEMOCRATIC

Forges consensus through participation

“What do you think?”

Underlying competencies: Collaboration, team leadership, communication

Best: To build buy-in or consensus, or to get input from valuable employees

Overall impact on climate is **positive**.

PACESETTING

Sets high standards for performance

“Do as I do, now.”

Underlying competencies: Conscientiousness, drive to achieve, initiative

Best: To get quick results from a highly motivated and competent team

Overall impact on climate is **negative**.

COACHING

Develops people for the future

“Try this.”

Underlying competencies: Developing others, empathy, self-awareness

Best: To help an employee improve performance or develop long-term strengths

Overall impact on climate is **positive**.

REFERENCE

Goleman, D. (March-April 2000). Leadership that gets results. *Harvard Business Review*, 82-83.