Leadership Styles[1]

Type	Characteristics	Useful when:	Not effective when:
Authoritative *"Come with me"*	• Vision-driven • Sets clear expectations • Provides space for innovation	• Selling staff on a new direction • Bringing more cohesion to an organization	• Working with experts
Affiliative *"People come first"*	• "People person" • "Feel good" tactics	• Building team harmony • Increasing morale • Repairing broken trust	• Used on its own
Democratic *"What do you think?*	• Takes time to get input • Includes staff in making decisions that affect them	• The leader is uncertain about the best direction • Seeking fresh ideas	• Employees aren't well-positioned to offer advice • In times of crisis • You do not plan to use any input
Coaching *"Try this"*	• Focus on personal skill development • Offers learning opportunities and tolerates short-term failure • Provides a great deal of feedback	• Employees are "game"	• It's foisted on employees • The leader does not have the expertise to provide motivational feedback • The stakes are high • Time is of the essence
Coercive *"Do what I tell you"*	• Makes demands • Requires absolute compliance	• In crisis • Dealing with problem employees	• In most situations
Pacesetter *"Do as I do, NOW"*	• Maintains high standards for self and others • Confronts poor performers and demands better • Micromanages	• Dealing with a team of high performers	• On its own. Ever.

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[1] Adapted from: Goleman, Dan. "Leadership That Gets Results. *Harvard Business Review*, March-April 2000, 78 -90.