

Daniel Goleman's Six Leadership Styles

	Coercive	Authoritative	Affiliative	Democratic	Pacesetting	Coaching
Type	Dissonant	Resonant	Resonant	Resonant	Dissonant	Resonant
Leader Modus Operandi	Demand compliance	Mobilize team toward vision	Builds bonds and creates harmony	Builds consensus	Set and keep high performance standards	Develop people for the future
In a Phrase	"Do what I tell you"	"Come with me"	"People come first"	"What do you think?"	"Do as I do, now"	"Try this"
Core Competencies	Authority & control	Self-confidence. Empathy.	Relationships. Team building.	Collaboration	Focus on results	Team development
Works Best When	In an emergency	New vision or direction needed	You need to repair trust & build morale	You want deep team buy-in.	You need fast results from a motivated team	Employee wants to advance their career
Climate Impact	--	++	+	+	-	+
Don't Use When	Not an emergency	Your team knows more than you	Poor performance needs to be fixed	When team members won't agree, ever.	Whenever you can avoid	Employee doesn't want to be coached
Traits	Provides clear direction. Compliance expected.	Motivational and open	Harmony and collaboration	Everyone offers something of value	Show and expect excellence.	Connects employee desires to vision
Weaknesses	Uncaring	Doesn't work on everyone	Avoids difficult decisions	Slow. May result in indecision	Team members have to second guess leader	Takes time. Not focused on the short term.
Culture Impact	-	++	+	+	-	+
How To Improve	Use very sparingly	Use data to create your vision	Use with authoritative style	Set deadlines to avoid wasting time	Give people more flexibility	Think long term. Give people space to fail.