

Leadership Styles

COMMANDING

Aims for: Immediate compliance

Impact: Tight control, soothes fear by giving clear direction in an emergency

Leadership Characteristics: Drive to achieve, show initiative, emotional self-control

The style in a phrase: “You must do this now.”

When is this style most effective?

In a crisis when you need unquestioned rapid action or with problem employees who do not respond to other methods.

AUTHORITATIVE

Aims for: Clear direction and shared standards, mobilizing people toward a vision

Impact: Moves people towards shared goals

Leadership Characteristics: Self-confident, empathy, inspires, believes in vision, explains how and why people’s efforts contribute to the goal, openly share information

The style in a phrase: “Come with me.” Or “This is where we are going and why.”

When is this style most effective?

To lead change and establish vision and a sense of common purpose or when a clear direction is needed.

AFFILIATIVE

Aims for: Harmony and building emotional bonds, focus on emotional needs over work needs

Impact: Promotes friendly interaction and links people together

Leadership Characteristics: Empathy, building relationships, communication, nice, boost morale, conflict resolution, collaborator

The style in a phrase: “It’s important that we get along and see this through together.” And “People come first.”

When is this style most effective?

To heal rifts in a team, strengthen bonds or encourage people to ride out tough times. It is often used alongside authoritative leadership.

DEMOCRATIC

Aims for: Building commitment and elicit ideas, consensus through participation

Impact: Values individual input and gains commitment

Leadership Characteristics: Collaborator, team worker, communication, superb listener, influencer

The style in a phrase: “What do you think?”

When is this style most effective?

To build buy-in or consensus or to get input from valuable employees.

PACESETTING

Aims for: High standard of performance, meeting challenging goals

Impact: Sets challenging goals and models high performance behavior

Leadership Characteristics: Conscientiousness, strong drive to achieve, shows initiative, high own standards, low on empathy and collaboration, impatient, numbers driven, expects excellence, demands more from poor performers

The style in a phrase: “This is the way to do it.” Or “Do what I do.”

When is this style most effective?

To get even better results or quick results from a motivated and competent team.

COACHING

Aims for: Development of staff for the future, connecting what people want with the organizations goals

Impact: Makes the connections between personal and team development and goals

Leadership Characteristics: Developing others, empathy, self-awareness, listens, help people identify their strengths/weaknesses, encourages, delegates

The style in a phrase: “How can I support your learning?” Or “Try this.”

When is this style most effective?

To help individual team members make an effective contribution and perform at their best. It is best used when individuals need to build long-term capabilities.