

EMOTIONAL INTELLIGENCE – LEADERSHIP STYLES AT A GLANCE
Primal Leadership: Realizing the Power of Emotional Intelligence
Daniel Goleman, Richard Boyatzis, Annie McKee (2002)

VISIONARY

How It Builds Resonance: Moves people toward shared dreams

Impact On Climate: Most strongly positive

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

COACHING

How It Builds Resonance: Connects what a person wants with the organization's goals

Impact On Climate: Highly positive

When Appropriate: To help an employee improve performance by building long-term capabilities

AFFILIATIVE

How It Builds Resonance: Creates harmony by connecting people to each other

Impact On Climate: Positive

When Appropriate: To heal rifts in a team, motivate during stressful times, or strengthen connections

DEMOCRATIC

How It Builds Resonance: Values people's input and gets commitment through participation

Impact On Climate: Positive

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

PACESETTING

How It Builds Resonance: Meets challenging and exciting goals

Impact On Climate: Because too frequently poorly executed, often highly negative

When Appropriate: To get high-quality results from a motivated and competent team

COMMANDING

How It Builds Resonance: Soothes fear by giving clear direction in an emergency

Impact On Climate: Because so often misused, highly negative

When Appropriate: In a crisis, to kick-start a turnaround, or with problem employees