

Goleman: 6 Leadership Styles Comparison Chart

Leadership Style	Visionary	Affiliative	Coaching	Democratic	Pacesetting	Commanding
Leaders modus operandi	Mobilize people toward vision	Creates harmony and builds emotional trust	Develops people for the future	Forges consensus through participation	Sets high standards for performance	Demands compliance
Style in a phrase	“Come with me”	“People come first”	“Try this”	“What do you think”	“do as I do now”	“do what I tell you”
Core Competencies	Self confident and empathic	Relationship and team building	Self awareness and team development	Collaboration and leadership	Result oriented and principled	Authority and control
When it works best	When new vision or direction is needed	To heal rifts and motivate people	To help employees build awareness	To build a consensus from employees	To get quick results from a highly motivated team	To turn around a crisis situation
Weaknesses	May fail to motivate everyone	Avoids emotionally conflicting situations	May look like micromanaging	May lead to indecision	Unhelpful and exhaustive	Cold and distant
What suffers most	Nothing	Standards for performance	Short term objectives	Clarity	Flexibility	Communication
Impact on culture	Most strongly positive	Positive	Positive	Positive	Negative	Negative
How to improve	Ensure your vision is data driven	Adopt along with visionary style	Listen more and help smarter	Ensure process doesn't waste time	Give people more autonomy	Try to switch when there is no crisis