

The Leadership Styles In A Nutshell			
Style	How it builds resonance	Impact on climate	When appropriate
Visionary	Moves people toward shared dreams	Most strongly positive	When changes require a new vision, or when a clear direction is needed
Coaching	Connects what a person wants with the organization's goals	Highly positive	To help an employee improve performance by building long-term capabilities
Affiliative	Creates harmony by connecting people to each other	Positive	To heal rifts in a team, motivate during stressful times, or strengthen connections
Pacesetting	Meets challenging and exciting goals	Because too frequently poorly executed, often highly negative	To get high-quality results from a motivated and competent team
Commanding	Soothes fears by giving clear direction in an emergency	Because so often misused, highly negative	In a crisis, to kick-start a turnaround, or with problem employees

Adapted from

Goleman, Daniel; Boyatzis, Richard; McKee, Annie (2013-07-23). Primal Leadership, With a New Preface by the Authors: Unleashing the Power of Emotional Intelligence (Kindle Locations 992-1019). Harvard Business Review Press. Kindle Edition.