



## Six styles of leadership

Leadership style	Definition	Example	When the style works best	Also called
<b>Directive</b>	Emphasising immediate compliance from employees	<i>Do it the way I tell you. I believe that people should do what I tell them.</i>	In a crisis, to kick start a turnaround or with problem employees.	Autocratic Dictatorial Coercive
<b>Visionary</b>	Emphasising the provision of long term vision and leadership	<i>I enjoy mobilising people towards a bigger picture. I believe I am firm but fair, giving employees clear direction, motivating by persuasion and giving feedback on task performance.</i>	When changes require a new vision, or when a clear direction is needed.	Big picture Authoritative
<b>Affiliative</b>	Emphasising the creation of harmony	<i>I believe in people before tasks – emotional bonding.</i>	To build buy in or consensus or to get input from valuable employees.	Harmoniser
<b>Participative</b>	Emphasising group consensus and generating new ideas	<i>I believe in building support and commitment.</i>	To build buy in or consensus or to get input from valuable employees.	Democratic
<b>Pacesetting</b>	Emphasising the accomplishment of tasks to high standards	<i>I expect self direction and excellence.</i>	To get quick results from a highly motivated and competent team.	
<b>Coaching</b>	Emphasising the professional growth of employees	<i>I develop others for the future.</i>	To help an employee improve performance or to develop long term strengths.	Developmental

(Research by Sala (2001) and Stringer (2002) adopted by the Harvard University and Hay Group).