



Six styles of leadership

| Leadership style | Definition | Example | When the style works best | Also called |
|----------------------|--|--|--|---------------------------------------|
| Directive | 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 |
| Visionary | 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 |
| Affiliative | 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 |
| Participative | 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 |
| Pacesetter | 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. | |
| Coaching | 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).