

## PRIMAL LEADERSHIP

# Styles of Leadership

### VISIONARY

How it builds resonance

Moves people towards shared dreams

Impact on climate

Most strongly positive

When appropriate

When change requires a new vision, or when a clear direction is needed

### COACHING

How it builds resonance

Connects what a person wants with 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 fears 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