

	Visionary	Coaching	Affiliative	Democratic	Pacesetting	Commanding
Leader characteristics	Inspires, believes in own vision, empathetic, explains how and why people's efforts contribute to the 'dream'	Listens, helps people identifying their own strengths and weaknesses, counselor, encourages, delegates	Promotes harmony, nice, empathetic, boosts moral, solves conflicts	Superb listener, team worker, collaborator, influencer	Strong drive to achieve, high own standards, initiative, low on empathy and collaboration, impatient, micromanaging, numbers-driven	Commanding, "do it because I say so", threatening, tight control, monitoring studiously, creating dissonance, contaminates everyone's mood, drives away talent
How style builds resonance	Move people towards shared dreams	Connects what a person wants with the organization's goals	Creates harmony by connecting people to each other	Values people's input and gets commitment through participation	Meets challenging and exciting goals	Soothes fear by giving clear direction in an emergency
Impact style on (business) climate	+ + +	+ +	+	+	Often — — when used too exclusively or poorly	Often — —
When style is appropriate	When changes require a new vision, or when a clear direction is needed, radical change	To help competent, motivated employees improve performance by building long-term capabilities	To heal rifts in a team, motivate during stressful times, or strengthen connections	To build buy-in or consensus, or to get valuable input from employees	To get high-quality results from a motivated and competent team. Sales.	In a crisis, to kick-start an urgent turnaround, or with problem employees. Traditional military.