

**THE
EMOTIONALLY
INTELLIGENT
LEADER**

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Leadership That Gets Results

	<i>Coercive</i>	<i>Authoritative</i>	<i>Affiliative</i>	<i>Democratic</i>	<i>Pacesetting</i>	<i>Coaching</i>
Flexibility	-.28	.32	.27	.28	-.07	.17
Responsibility	-.37	.21	.16	.23	.04	.08
Standards	.02	.38	.31	.22	-.27	.39
Rewards	-.18	.54	.48	.42	-.29	.43
Clarity	-.11	.44	.37	.35	-.28	.38
Commitment	-.13	.35	.34	.26	-.20	.27
Overall impact on climate	-.26	.54	.46	.43	-.25	.42

The Six Leadership Styles at a Glance

Our research found that leaders use six styles, each springing from different components of emotional intelligence. Here is a summary of the styles, their origin, when they work best, and their impact on an organization's climate and thus its performance.

	Coercive	Authoritative
The leader's modus operandi	Demands immediate compliance	Mobilizes people toward a vision
The style in a phrase	"Do what I tell you."	"Come with me."
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst
When the style works best	In a crisis, to kick-start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction is needed
Overall impact on climate	Negative	Most strongly positive

	Affiliative	Democratic
The leader's modus operandi	Creates harmony and builds emotional bonds	Forges consensus through participation
The style in a phrase	"People come first."	"What do you think?"
Underlying emotional intelligence competencies	Empathy, building relationships, communication	Collaboration, team leadership, communication
When the style works best	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees
Overall impact on climate	Positive	Positive

(continued)

	Pacesetting	Coaching
The leader's modus operandi	Sets high standards for performance	Develops people for the future
The style in a phrase	"Do as I do, now."	"Try this."
Underlying emotional intelligence competencies	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Negative	Positive