



TELEOS LEADERSHIP INSTITUTE

Leadership Styles

Visionary

How it builds resonance:	Moves people toward shared dreams
Impact on organizational climate:	Most strongly positive
When it's appropriate:	When changes require a new vision, or when a clear direction is needed

Coaching

How it builds resonance:	Connects what a person wants with the organization's goals
Impact on organizational climate:	Highly positive
When it's 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 organizational climate:	Positive
When it's 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 organizational climate:	Positive
When it's 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 organizational climate:	Because too frequently poorly executed, often highly negative
When it's 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 organizational climate:	Because so often misused, highly negative
When it's appropriate:	In a crisis, to kick-start a turnaround, or with problem employees