

How the Best Primal Leaders Operate

A Repertoire of Leadership Styles

The best leaders don't practice just one leadership style. Instead, they move skillfully in and out of up to six distinct styles to meet the demands of specific situations. The styles themselves—visionary, coaching, affiliative, democratic, pacesetter, and commanding—are not new. What *is* new is the definitive link between the emotional intelligence competencies that each approach requires, and the direct impact that each style has on the emotional climate and overall performance of the group being led—whether an executive team, a volunteer group, a baseball team or a classroom.

Style	How it builds resonance	Impact on climate	When to use it	When <i>not</i> to use it	EI Competencies Required
<i>Visionary</i> Classic mold leadership	moves people through shared dreams; maximizes buy-in for overall long-term goals and strategies; inspires and motivates	most strongly positive	during a turnaround; when in need of a new vision or radical transformation	when working with a team of experts or peers more experienced than the leader	empathy, inspirational leadership, self-confidence, self-awareness, transparency, change catalyst
<i>Coaching</i> The art of the one-on-one	connects what a person wants with the larger group goals; keeps people motivated	highly positive	to help individuals improve their performance and long-term capabilities	when an individual lacks motivation or requires excessive direction and feedback; when the leader lacks the expertise or sensitivity needed to help the person along	developing others, emotional self-awareness, empathy

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<i>Affiliative</i> Relationship-builders	creates harmony by connecting people to each other; builds tremendous loyalty	positive	to heal rifts in a team, motivate during times of stress, increase morale, improve communication, or repair broken trust in an organization	in crises or when people need clear directives to steer through complex challenges	teamwork and collaboration, empathy, conflict management
<i>Democratic</i> Let's talk it over	builds feelings of trust and respect, and gets commitment through participation; keeps morale high	positive	to build buy-in or consensus, or to get valuable input from others	in times of crisis or when urgent events demand on-the-spot decisions	teamwork and collaboration, conflict management, influence, empathy
<i>Pacesetting</i> Relentless focus on results	meets challenging and exciting goals	often highly negative because poorly executed	to get high-quality results from a motivated and competent team; during the entrepreneurial phase of a company; in technical fields among highly skilled professionals	dangerous to use exclusively; must be used in tandem with other styles like visionary and affiliative in order to be effective	achievement, initiative, empathy, self-awareness, teamwork and collaboration, emotional self-management
<i>Commanding</i> Top-down leadership	soothes fears by giving clear direction in an emergency; mobilizes people to change or get results	highly negative because so often misused	in a crisis, to kick-start a turnaround, or an impending hostile takeover	the least effective style in most situations	influence, achievement, initiative, self-awareness, emotional self-control, empathy

Source: *Primal Leadership: Realizing the Power of Emotional Intelligence*, Daniel Goleman, Richard Boyatzis and Annie McKee, Harvard Business School Press; 2002

Teleos Leadership Institute