

## LEADERSHIP STYLE ASSESSMENT \*\*

	Commanding	Authoritative	Affiliative	Democratic	Pacesetter	Coaching
<i>The Leader's modus operandi:</i>	<i>Demands immediate compliance</i>	<i>Mobilizes people toward a vision</i>	<i>Creates harmony and builds emotional bonds</i>	<i>Forges consensus through participation</i>	<i>Sets high standards for performance</i>	<i>Develops people for the future</i>
<i>The Style in a Phrase</i>	<i>"Do what I tell you."</i>	<i>"Come with me."</i>	<i>"People come first."</i>	<i>"What do you think?"</i>	<i>"Do as I do, now."</i>	<i>"Try this."</i>
<i>Underlying Emotional Intelligence Competencies</i>	<i>Drive to achieve, initiative, self-control</i>	<i>Self-confidence, empathy, change catalyst</i>	<i>Empathy, building relationships, communication</i>	<i>Collaboration, team leadership, communication</i>	<i>Conscientiousness, drive to achieve, initiative</i>	<i>Developing others, empathy, self-awareness</i>
<i>When the style works best</i>	<i>In a crisis, to kick start a turnaround, or with problem employees</i>	<i>When changes require a new vision, or when a clear direction is needed</i>	<i>To heal rifts in a team or to motivate people during stressful circumstances</i>	<i>To build buy-in or consensus, or to get input from valuable employees</i>	<i>To get quick results from a highly motivated and competent team</i>	<i>To help an employee improve performance or develop long-term strengths</i>
<i>Overall impact on climate</i>						
<i>Styles I prefer</i>						
<i>Styles that I actually use</i>						
<i>Styles I need to develop</i>						

\*\* Adapted from *Leadership That Gets Results*, Daniel Goleman, Harvard Business Review, March - April 2000  
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