

Leadership Style, Emotional Intelligence, and Organizational Effectiveness

Leadership Style	Modus Operandi	Style in a Phrase	Underlying E I Competency	When Appropriate	Impact on Climate
Coercive	Demands Immediate compliance, obedience	"Do what I tell you."	Achievement, Drive, Initiative, Emotional Self-control.	In a crisis to kick-start a turnaround, or with problem employees.	Strongly negative
Authoritative /Visionary	Mobilizes people toward a vision	"Come with me."	Self-confidence, empathy, change catalyst, visionary leadership	When change requires a new vision or when a clear direction is needed	Most strongly positive
Affiliative	Create harmony and Build emotional bonds	"People come first."	Empathy, building bonds, conflict management	To heal rifts in a team or to motivate during stressful times	Highly positive
Democratic	Forges consensus through participation	"What do you think?"	Teamwork, collaboration, communication	To build buy-in or consensus or to get valuable input from employees	Highly positive
Coaching	Develops people and strengths for the future	"Try this."	Developing others, empathy, emotional self-awareness	To help an employee improve performance or develop long term strengths	Highly positive
Pacesetting	Sets high standards for performance	"Do as I do, now!"	Conscientious-ness, achievement, drive, initiative.	To get quick results from a highly motivated and competent team.	Highly negative

Adapted from Daniel Goleman (2000) Leadership that Gets Results, Harvard Business Review, 82-83 and Cary Cherniss and Daniel Goleman (2001) The Emotionally Intelligent Workplace, 42.