

## Goleman's Leadership Styles Mapped to Theories

Goleman Style	Motto	Description / Key Characteristics	Best Used When	Impact on Team	Strengths	Weaknesses	Closest Matching Leadership Theories
<b>Authoritative (Visionary)</b>	"Come with me."	<ul style="list-style-type: none"> <li>- Mobilizes people toward a vision; sets direction while allowing autonomy.</li> <li>- Inspires through clarity and purpose.</li> </ul>	When a new vision or direction is needed.	Strongly Positive	<ul style="list-style-type: none"> <li>- Provides clear long-term direction</li> <li>- Inspires with purpose</li> <li>- Encourages innovation within structure</li> </ul>	<ul style="list-style-type: none"> <li>- Can fail if the leader lacks credibility</li> <li>- May overlook others' input or operational details</li> </ul>	<ul style="list-style-type: none"> <li>- Transformational</li> <li>- Situational</li> </ul>
<b>Democratic</b>	"What do you think?"	<ul style="list-style-type: none"> <li>- Encourages team participation in decision-making.</li> <li>- Builds consensus and values collaboration.</li> </ul>	When input, buy-in, or new ideas are needed.	Positive	<ul style="list-style-type: none"> <li>- Builds trust and morale</li> <li>- Encourages diverse perspectives</li> <li>- Boosts innovation</li> </ul>	<ul style="list-style-type: none"> <li>- Decision-making is slower</li> <li>- Risk of indecision</li> <li>- Less effective in crises</li> </ul>	<ul style="list-style-type: none"> <li>- Democratic</li> <li>- Distributed</li> <li>- Adaptive</li> </ul>
<b>Coaching</b>	"Try this."	<ul style="list-style-type: none"> <li>- Focuses on developing others for long-term success.</li> <li>- Provides feedback, mentorship, and support.</li> </ul>	When building individual potential and future capabilities.	Very Positive	<ul style="list-style-type: none"> <li>- Develops long-term strengths- Builds loyalty- Encourages empowerment</li> </ul>	<ul style="list-style-type: none"> <li>- Time-consuming- Less effective if individuals resist growth- Requires strong emotional intelligence</li> </ul>	<ul style="list-style-type: none"> <li>- Servant</li> <li>- Transformational</li> <li>- Situational</li> </ul>
<b>Affiliative</b>	"People come first."	<ul style="list-style-type: none"> <li>- Builds emotional bonds and harmony.</li> <li>- Prioritizes team cohesion and morale.</li> </ul>	When healing rifts, managing stress, or improving morale.	Positive	<ul style="list-style-type: none"> <li>- Strengthens trust and belonging</li> <li>- Promotes team harmony</li> <li>- Effective during emotional stress</li> </ul>	<ul style="list-style-type: none"> <li>- May avoid tough conversations- Can lack direction or consistency- Risk of favoritism</li> </ul>	<ul style="list-style-type: none"> <li>- Servant</li> <li>- Democratic</li> </ul>
<b>Pacesetter</b>	"Do as I do, now."	Sets high standards and leads by example. Expects excellence and quick results.	With highly competent, self-motivated teams.	Negative (if overused)	<ul style="list-style-type: none"> <li>- Drives results quickly</li> <li>- Demonstrates excellence</li> <li>- Motivates top performers</li> </ul>	<ul style="list-style-type: none"> <li>- Can demoralize others</li> <li>- Little tolerance for underperformance</li> <li>- Ignores development</li> </ul>	<ul style="list-style-type: none"> <li>- Transactional</li> <li>- Autocratic</li> </ul>
<b>Coercive (Commanding)</b>	"Do what I tell you."	Demands immediate compliance. Relies on authority, monitoring, and correction.	In crises, emergencies, or when decisive action is required.	Negative	<ul style="list-style-type: none"> <li>- Clear direction in emergencies</li> <li>- Fast, decisive action</li> <li>- Useful in turnaround situations</li> </ul>	<ul style="list-style-type: none"> <li>- Stifles creativity and motivation- Discourages initiative- Fosters dependency and resentment</li> </ul>	<ul style="list-style-type: none"> <li>- Autocratic</li> <li>- Transactional</li> </ul>