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|  | **Commanding** | **Visionary** | **Affiliative** | **Democratic** | **Pacesetting** | **Coaching** |
| **The Leader’s Modus Operandi** | Demands immediate compliance | Mobilizes people towards a vision | Creates harmony and builds emotional bonds | Forges consensus through participation | Sets high standards for performance | Develops people for the future |
| **The style in a phrase** | “Do what I tell you.” | “Come with me.” | “People come first.” | “What do you think?” | “Do as I do, now.” | “Try this.” |
| **Underlying Emotional Intelligence competencies** | Drive to achieve, initiative, self-control | Self-confidence, empathy, change catalyst | Empathy, building relationships, communication | Collaboration, team leadership, communication | Conscientiousness, drive to achieve, initiative | Developing others, empathy self-awareness |
| **When the style works best** | In a crisis, to kick start a turnaround, or with problem employees | When changes require a new vision, or when a clear direction is needed | To heal rifts in a team or to motivate people during stressful circumstances | To build buy-in or consensus, or to get input from valuable employees | To get quick results from a highly motivated and competent team | To help an employee improve performance or to develop long-term strengths |
| **Overall impact on climate** | Negative | Most strongly Positive | Positive | Positive | Negative | Positive |