

Goleman's 6 distinct leadership approaches for easy reference

Approach	Impact	When most appropriate
VISIONARY		
Moves people toward shared dreams and goals	Most strongly positive	When changes require a new vision or when a clear direction is needed
COACHING		
Connects what a person wants with the organisation's goals	Highly positive	Helping staff improve their performance by building long-term capabilities
AFFILIATIVE		
Creates harmony by connecting people to each other	Positive	To heal rifts in a team, motivate during stressful times or strengthen connections
DEMOCRATIC		
Values people's input and gets commitment through participation	Positive	To build buy-in or consensus, or to get valuable input from staff
PACESETTING		
Meets challenging and exciting goals	Can be highly negative if not executed well (which seems to happen too often!)	To get high-quality results from a motivated and competent team
COMMANDING		
Soothes fears by giving clear direction in an emergency	So often misused that it is highly negative	In a crisis, to kick-start a turnaround or with problem staff.

Purpose is our direction in life: passion takes us there.

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