



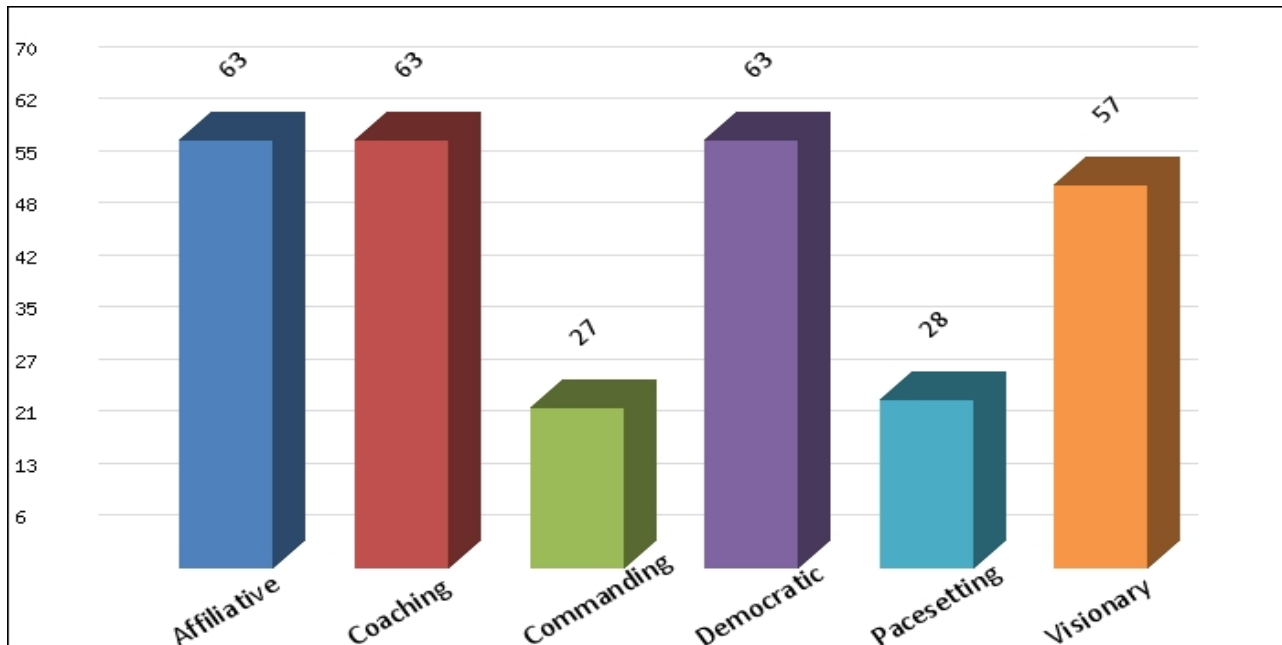
The Leadership Style Report™

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The Leadership Style Report is based on the six Leadership Styles research done by Dr. Daniel Goleman. Dr. Goleman's research suggests that the most effective executives use a collection of distinct leadership styles—each in the right measure, at just the right time.

Summary of Your Leadership Styles



You scored high on the **Affiliative Style**. Peace, harmony and collegiality are highly valued in your team and you work hard to maintain them. You are highly personable and approachable towards your team members.

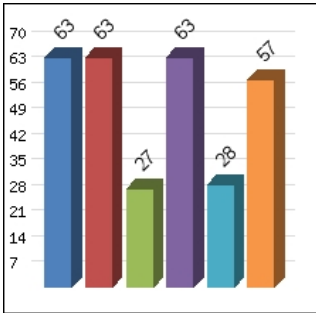
You have scored high on the **Coaching Style**. This indicates that you are highly concerned with the professional and personal development and growth of your team members. You actively encourage them to advance in their career and in the personal lives, and seek ways to help them improve.

Your score for the **Commanding Style** is in the moderate range. You may wish to take note as this style has a negative correlation to overall team performance. Regular use of this style could be detrimental to the long term health and performance of your team. Be very careful with the use of this style.

You scored high on the **Democratic Style** of leadership. This indicates that you truly value the opinions and feedback of your team members and you actively solicit their comments and feedback before making any major decisions or any changes in direction for the team. You believe that everyone on the team needs to “buy into” your vision, purpose and direction in order for the team to excel.

Your score for the **Pacesetting Style** is in the moderate range. You may wish to take note as this style has a negative correlation to overall team performance. Regular use of this style could be detrimental to the long term health and performance of your team. Be very careful with the use of this style.

You scored high on the **Visionary Style**. This indicates that you have a very clear vision and purpose for yourself and the team. You and your team know what exactly needs to be done to achieve the vision and purpose.



The Affiliative Style

The Affiliative Leader's top priority is to maintain peace and harmony among team members and employees. He values individuals and their emotions over tasks and goals, and strives to keep individuals happy. The hallmark of the affiliative leader is a "People come first" attitude.

General Traits of this Style

- Cares for the personal health and welfare of employees
- Values team work and team cohesion
- Promotes collegial relationships
- Has high level of trust for team members
- Spends time on building the team

Key Strengths of this Style

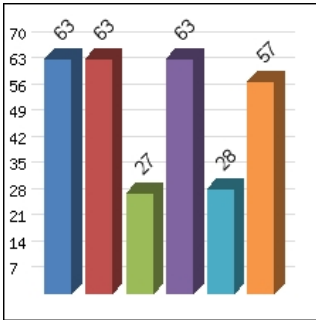
- Highly approachable and personable towards your team members
- Able to build highly cooperative and highly cohesive teams
- Focuses on the strengths in others and motivates them to do even better

General advice on use of this Style

- You may be perceived as being "too nice" and "too soft" because of your strong preference for peace and harmony within your team
- Your preference to avoid confrontation and unpleasant situations within your team may also be perceived as being too lenient on poor performers
- Overuse of this style may result in mediocrity
- Provide constructive feedback and advise to poor performers, and hold individuals accountable to their work performance
- Provide regular performance reviews on poor performers and ensure your expectations are specific and clearly understood

When This Style Works Best

- To heal rifts in a team or to motivate people during stressful circumstances



The Coaching Style

The Coaching Leader focuses on long-term personal development of employees. He works with them to conceptualize, plan and develop long-term development goals and guides them to achieve those goals.

General Traits of this Style

- Believes in employee professional development and growth
- Encourages employees to plan for long-term development and growth
- Helps and guides employees to identify long-term goals and conceptualize plans to reach those goals
- Spends time mentoring and developing individuals

Key Strengths of this Style

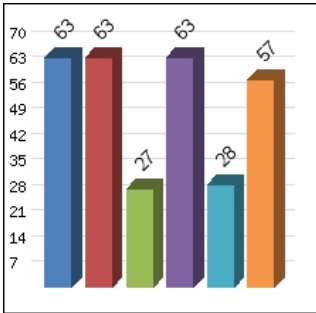
- Able to encourage and motivate employees to continuously improve
- Challenge employees to move out of their comfort zones by assigning challenging assignments
- Able to look beyond short-term gains and focus on long-term goals
- Able to provide constructive feedback to employees

General advice on use of this Style

- You may be perceived as a “weak” Leader due to your tendency to see mistakes and under-performance as opportunities to learn and improve
- Ensure you provide constant and regular performance reviews of poor performers and state your expectations clearly
- Hold individual accountable for their work performance
- Coaching does not work for everyone – identify those who want to end are willing to improve and focus on coaching those individuals
- Do not use the Coaching style on individuals who do not have the desire to improve or on individuals who are unmotivated and with poor attitudes

When This Style Works Best

- To help an employee improve performance or develop long-term strengths



The Commanding Style

The Commanding Leader employs the top-down command and control style of leadership. He demands that others comply with his expectations immediately. He will not hesitate to take drastic actions against those he perceives to be non-compliant or under-performers.

General Traits of this Style

- Commands and controls
- Demands and expects immediate compliance to expectations
- Will not hesitate to take action against non-compliance and under-performers
- Often takes unilateral decisions, without consulting others

Key Strengths of this Style

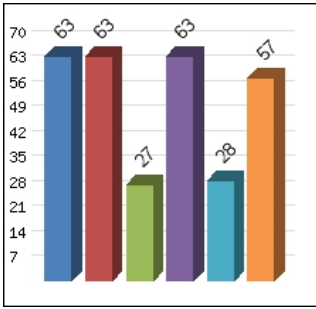
- Comfortable taking quick and decisive actions when required
- Holds individuals accountable to their work performance
- Expects everyone to perform to high standards

General advice on use of this style

- The Commanding style has a strong negative correlation to team performance. Use this style sparingly and with extreme caution!
- Your expectation of immediate compliance to what you want may be perceived as unreasonable demands and expectations
- If your team is a highly competent team, use of this style will cause a negative backlash and destroy motivation.
- You may be perceived as a Micro-manager. Clearly communicate your expectations and then let them chart their own course
- Use less of this style. Situations that call for Commanding leadership style include emergency situation, hostile take-overs or dealing with problem employees

When This Style Works Best

- In a crisis, to kick start a turnaround, or with problem employees



The Democratic Style

A Democratic Leader encourages participation from his team regarding the directions the team should take and what actions they should prioritize. He will solicit input from others as a way to build “Buy-in”.

General Traits of this Style

- Asks for opinions, comments and feedback from everyone on the team
- Encourages equal participation and contribution from everyone
- Builds consensus and “buy-in” before making any decisions

Key Strengths of this Style

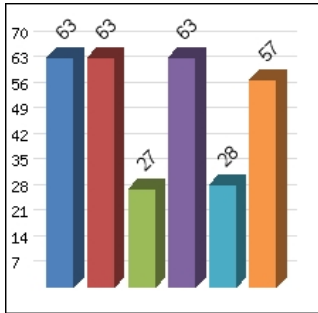
- Values the participation and opinions of everyone
- Excellent listener – pays attention to employees’ concerns
- Able to elicit, process and consolidate multiple viewpoints and feedback

General advice on use of this Style

- Use this style only when you have a competent team of people
- Use of this style when your team is not competent will result in endless meeting without firm decisions and conclusions

When This Style Works Best

- To build buy-in or consensus, or to get input from valuable employees



The Pacesetting Style

A Pacesetting Leader sets extremely high-performance standards and holds everyone to the same standards. He is obsessed with doing things better and faster and expects the same of everyone around him. Pacesetters focus on individual effort and expect others to be competent in their roles

General Traits of this Style

- Sets extremely high standards for himself and everyone on the team
- Gets angry and frustrated when things do not go his way
- Obsessed with doing things better and faster
- Extremely focused on tasks, performance and results
- Tends to micro-manage
- Expects others to know what he wants

Key Strengths of this Style

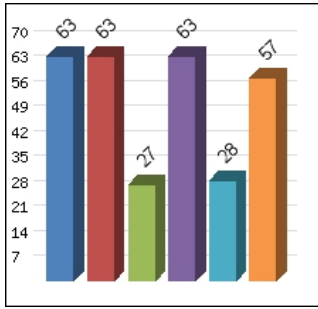
- Leads by example
- Self-confident
- Focused on achieving results
- Eye for details

General advice on use of this Style

- The Pacesetting style has a strong negative correlation to performance. Never use this style by itself
- Exclusive use of this style will destroy the climate of your team resulting in poor morale, passion and motivation
- Use this style only if your team is highly competent, highly self-motivated and self-directed
- Communicate your expectations clearly and objectively – don't expect your people to be able to read your mind

When This Style Works Best

- To get quick results from a highly motivated and competent team



The Visionary Style

An Visionary Leader is a visionary and focuses on the end goals. He does not dictate how to achieve those goals and will generally give people the leeway to devise their own means. Visionary Leaders give people freedom to innovate, experiment and take calculated risks.

General Traits of this Style

- High-level planner and strategist
- Very focused on end goals and talks about “grand vision”
- Articulates clear and compelling purpose for the team
- Ties individual goals to the “grand vision”

Key Strengths of this Style

- Able to motivate team by clearly articulating how their individual goals fit into the “grand vision”
- Allows people freedom to devise how to achieve the end goals
- Sets very clear vision, high standards and expectations

General advice on use of this Style

When This Style Works Best

- When changes require a new vision, or when a clear direction is needed