

Leadership Style	Effectiveness	Purpose	When Appropriate	Appropriate
Visionary	Most strongly positive	Mobilize people towards a vision	When changes require a new vision or direction is required. Most situations.	If followers are more expert, a grand vision might be seen as pompous or out of step.
Coaching	Positive	Develop people for the future	To help employee improve performance or develop long-term strengths	When follower resists change, lacks motivation or needs excessive direction or feedback.
Affiliative	Positive	Creates harmony and builds emotional bonds	To heal rifts in a team or to motivate people during stressful circumstances	Should not be used alone: poor performance can go uncorrected.
Democratic	Positive	Forges consensus through participation	To build buy-in or consensus or to get input from valuable employees	Can lead to dithering when consensus is elusive. When decisions are urgent.
Commanding	Negative – least effective in most situations.	Demands immediate compliance	Works best in a crisis, to kick start a project or with problem employees. Use judiciously	At all other times.