

Tools - NOT Personality Traits

Types	Description	Impact on Culture	When Helpful	Benefits	Challenges
<b>Visionary</b>	Mobilize people toward a vision	Highly Positive	When a clear direction or change is needed	Remind people of the larger purpose of their work, giving grand meaning to otherwise mundane tasks- and the shared cause is in sync with their own best interests	Inspiration and vision needs to be paired with other styles that allow for reality checking - otherwise it can unconsciously drop into pace setting
<b>Coaching</b>	Develop people for the future	Positive	When helping people and building long-term strengths	Invites people to identify unique strengths and weaknesses- gives employees challenges that stretch them - short term failure is OK in the interest of growth	Not always effective for staff with no initiative or desire personal growth, nor for people who require specific skill development/instruction - done poorly coaching can look like micromanagement
<b>Affiliative</b>	Create emotional bonds and harmony	Positive	When healing rifts in teams or motivating people in stressful times	Values people and feelings - offering emotional support during hard times, builds loyalty, strengthens connectedness	Sometimes can be used at the expense of accomplishing tasks and goals- neglect feedback on performance- learning to be kind and candid
<b>Democratic</b>	Build consensus through participation	Positive	When creating consensus and getting input	When a leader doesn't have the answers and wants to hear needs and ideas of staff - tap into the wisdom of the room	Spend too much time in idea storming and consensus building when a decision is necessary
<b>Pacesetting</b>	Expect excellence and self direction	Negative*	When needing quick results from a highly competent team	Entrepreneurial and business building focus - things done on time, ahead of schedule and ideally high quality	Pushed too hard by unrealistic demands - demoralizing - appearance that boss only cares about results not people
<b>Commanding</b>	Demand immediate compliance	Negative*	When in crisis or with problematic people	Good for urgent situations - when little time for opinions or debate - problem employees	Loss of spirit, pride and satisfaction

## Emerging Style

<b>Spiritually Intelligent</b>	Wisdom and compassion - inner and outer peace	Highly Positive	When needing to be comfortable in the chaos and dealing with ambiguity	Flexible and responsive to the world, but unshakable from authentic and noble being, alchemy; calls it forth in others	Can appear too woo-woo for some, need sensitivity for skepticism or allergy of "spiritual" language/ concepts
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*\*Depends on circumstance and need. May be helpful to use on occasion.*

Goleman, D., Boyatzis, R. E., & McKee, A. (2013). Primal leadership: Unleashing the power of emotional intelligence. Piil, Maiken. Leadership Alchemy: How spiritually intelligent leaders create a world to live for (p. 36). Rise Within. Kindle Edition. Wigglesworth, Cindy. SQ21: The Twenty-One Skills of Spiritual Intelligence (p. 186). SelectBooks, Inc.. Kindle Edition.