

LEADERSHIP STYLES QUICK REFERENCE CARD

	STRATEGIC LEADERSHIP	AUTHORITARIAN LEADERSHIP	COLLABORATIVE LEADERSHIP	AUTOCRATIC LEADERSHIP
Definition	The person with the most expertise leads via strategic planning and tangible incentives.	The person with positional or moral authority leads via chain of command.	Consensus-based, self-managed teams lead themselves.	The person with the most power leads using command and control.
Description	Transactional: Leverages financial incentives to motivate teams to execute strategic plans and outperform competitors	Hierarchical: Complies with the established protocols to meet requirements prescribed by authority	Transformational: Invites people's perceptions, feelings, and intuition via roundtable discussion and dialog to arrive at consensus, then works collaboratively toward common goals that serve the greater good	Unilateral: Imposes will through reputation, fear, and respect; tightly controls information and choices; rewards compliance and punishes disloyalty
Follower's core motivational drivers	Success, achievement, status	Certainty, security, tradition	Connection and making a difference	Power, respect, dominance
Follower's main concerns	Success, status, achieving, winning, advancement	Security, stability, belonging, fulfilling one's duties, doing the right thing, service	Self-awareness, interpersonal accord, equality	Power, freedom to do whatever "I want," control, respect, satisfying individual desires
Leadership in the form of Coaching	Frames message in terms of personal success, achievement, status and recognition, and/or financial impact	Frames message in relation to rules and duty, refers to authority and tradition, always gives constructive criticism privately	Frames as personal (subjective) experience, focuses on the "greater good," emphasizes "we," describes as an opportunity for growth or connection	Frames in terms of self-interest (personal gain), focuses on short-term immediate feedback limited to task at hand
Leadership in the form of Challenging	Highlights financial, status, or reputation implications if success is not achieved	Challenges to do the right thing, fulfills one's duty to serve others or to help a worthy cause (as defined by traditional values)	Points to the need to learn and grow, challenges to make a difference for the greater good	Offers challenges and dares, ties desired behavior to gaining clout or personal power, frames in terms of getting respect from others

MINDSETS QUICK REFERENCE CARD

S T A G E N

	Achiever Mindset	Traditional Mindset	Pluralistic Mindset	Power-Centric Mindset
Core Values	Achievement, ambition, success, status, opportunity, winning	Tradition, order, stability, security, self-sacrifice, truth	Personal growth and development, connection, diversity, making a difference	Personal power, rebellion, risk-taking, dominance, control, respect
Basic Worldview	The world is a fairly level playing field of nearly unlimited possibilities where winners take all.	The world is an ordered existence under the control of a higher authority and ultimate truth.	The world is a diverse web of interrelationships where humans and other life depend on each other for survival and well-being.	The world is a jungle where the strongest and most cunning survive, gain power, and satisfy their desires.
Primary Concerns	Being “at the top of their game,” achieving strategic goals, personal autonomy	Living “the one true way,” security, stability, fitting in, fulfilling duties, doing the “right” thing	“Making a difference,” self-expression, creativity, cultivating relationships, fostering fairness	Being “top dog,” having freedom to do whatever “I want,” gratifying desires
Goals & Desires	“Getting ahead,” living “the good life,” advancing, receiving recognition, winning	To faithfully follow rules and dictates of respected authorities, to sacrifice for future reward	Being self-aware, having peace of mind, building a diverse community, promoting human rights	Gaining control, being strong, breaking free from limits
How to Communicate	Use language of achievement and success, relate to increased competitive edge, emphasize the person’s status as member of an elite group	Use language of practicality and moral certitude, always be polite, acknowledge willingness to make personal sacrifices, emphasize future security, frame in terms of what is “right and good”	Use language of sensitivity and diversity; use storytelling and dialogue; speak to desire to make “big picture” choices; emphasize self-growth, human welfare, or environmental sustainability; allow time to process feelings	Use the language of “extreme thrills,” hyper-independence, and dominance; relate buying decisions to self-interest and enhanced control, personal power, or “glory”; avoid abstract reasoning
How to Influence	Frame in relation to elite achievement, appeal to status	Refer to authority and tradition, be tactful and polite, focus on action	Acknowledge perspectives and feelings, tie to “greater good,” use story-telling and dialogue	Use alpha-dog power plays, connect to self-interest (personal gain)
How to Motivate	Financial incentives, perks, competition, recognition, status	Invoke authority, “the truth,” and doing the right thing; emphasize belonging to a worthy cause; fear and guilt also work well	Point to opportunities to learn, grow, and connect in meaningful ways and to “make a difference”	Offer immediate payoffs, challenges, and dares; tie back to getting respect, clout, and power
Constructive Feedback	Frame in terms of personal success and financial impact	Always give constructive feedback in private, frame feedback in relation to the rules, reference duty	Frame as your personal experience, allow time for to share feelings, focus on opportunity to enhance the “we”	Show respect while also being in authority (if you are the boss); keep it short, immediate, and limited to task at hand; focus on behavior (not attitudes)
Positive Feedback (Ongoing Regard)	Acknowledge results of individual strategies (approaches), relate performance to incentives and even greater success	Acknowledge group efforts, point to specific behaviors, frame in relation to following rules and doing it “right”	Acknowledge individual and support teams, look for multiple “bottom lines,” emphasize personal growth and development	Acknowledge personal power, use language of respect, emphasize heroics