

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