

LEADERSHIP TRAITS AND STYLES

CLASS	KEY TRAIT	STYLES	DESCRIPTION	PROS	CONS
I	EXEMPLAR	Thought-Leader Visionary Creative	A 'hand's off' approach. A leader's vision, passion, and strong sense-of-self is projected and others follow.	Authentic. A non-intrusive style with no corrosion. Allows the freedom for others to accept or reject.	Lack of direct involvement. Can invite controversy.
II	CARE-GIVER	Observer Guardian Servant People-Oriented	The leader watches over the group and responds to the needs of the group.	A thoughtful approach to leadership. Often appreciated by the group.	If taken too far, the care-giver can become an enabler of unproductive or negative behaviors.
III	ENCOURAGER	Laissez-Faire Country Club	Support and presence is shown casually. Also called 'management by wandering.'	Positive reinforcement. Elevates others. Often brings enjoyment and a positive attitude.	Followers may appreciate the encouragement but see a lack of real action.
IV	POPULARIZER	Charismatic Spokesperson Missionary	A 'sales' or 'band wagon' approach that generates 'buzz' and excitement.	Group identified with someone. Brings motivation, enthusiasm, 'buy-in,' and interest.	Risk that the 'popularizer' does not stay involved for the long haul, is superficial, or has no real stake in the group.
V	ADVISOR	Teacher Facilitator Coach Expert	A consulting or educational role where the leader possesses valuable information.	Expertise shared with the group. Can be a 'one-on-one,' 'lecture,' or 'Socratic' style.	Requires an outstanding knowledge of the subject and the ability to field questions and keep on course. Can go off track.
VI	PARTICIPATOR	Partner Advocate Dyadic Transformational	Integrates effectively and is personally involved with the group.	Fully accessible and integrated with the group.	Requires balance with task-oriented issues where the job gets done.
VII	CONSENSUS BUILDER	Democratic Team Work	Input, direction, or votes that satisfy the group as a whole.	The group works as a team, and every member knows that they have input.	A cumbersome process to lay out positions and vote with each decision, which is ineffective for tough, quick decisions.
VIII	MEDIATOR	Compromiser Arbitrator Negotiator	Looks for middle-ground and a fair solution that leaves the parties heard and understood. Suggests or renders solutions.	Used effectively, the mediator can let the parties see the opposing points of view and resolve issues.	Being over-eager to resolve conflict can also result in 'splitting the baby' and really not making the 'right' call.
IX	PRODUCER	Transactional Delegator Task-Oriented	Focuses on getting the job done.	The task is the prime focus.	There may be abrupt actions that result in frustration due to focus on tasks, not people.
X	REGULATOR	Judicial Bureaucratic	Implements set rules. Goes 'by the book' and renders decisions based upon policies, laws, or regulations.	Yields 'black and white' verdicts and final decisions.	Rules may be too rigid or flawed. Decisions may be resented by those not in favor.
XI	COMMANDER	Authoritative Domineering Legislator	May listen to input, but then 'lays out the law' and sets forth clear directives, along with positive or negative consequences.	Can yield clear answers and rules to be followed.	Can lack flexibility and lead to anger or bitterness.
XII	DICTATOR	Autocratic Policing Enforcer	Total control. Mandates the actions to be taken. Forced compliance.	Effective for crisis or emergency situations where an agenda must absolutely be met.	Often a harsh and abrupt style that, if overused, results in hostility and rebellion.

An effective leader is proficient in all leadership styles, and then chooses those that are applicable for the situation. There are no 'right' or 'wrong' leadership styles. Most leaders have primary and secondary traits. ©2019 Core IQ. All rights reserved.