



Leadership Styles Preference Indicator

Self-assessment tool to determine your preferred leadership style



What is Your Primary Leadership Style?

What do we mean when we say leadership style? It is defined as *patterns of leadership behaviors when interacting with followers*. Followers could consist of actual direct reports, peers, volunteers or interns.

Seven primary leadership styles have been identified, but not every style of leading is appropriate in every situation. Rather, adaptive leadership represents the ability of a leader to intentionally choose or adapt his or her behavior based on situational factors including the abilities and readiness of the follower.

These seven styles could be considered as tools in your leadership toolkit that can be brought out and engaged as the situation warrants:

Laissez-fair

Directive

Visionary

Affiliative

Participative

Pacesetting

Coaching

To learn more about your leadership style, please visit the ASHA Leadership Academy at on.asha.org/prepare-to-rise and take the free 1-hour Leadership Styles webinar. You can also take a low cost assessment to earn ASHA CEUs.

Laissez-Faire

Leaders who take a hands-off approach with regard to their followers use what is termed a delegation or laissez-faire leadership style. This includes delegating decisions as well as specific tasks. This approach is most effective with highly skilled followers who have demonstrated their competence on a specific task and have the confidence to take on the task.

Directive

This style consists of command-and-control directions delivered to followers and is most effective in crises or when followers lack ability or confidence. However, if overused it can block creativity and empowerment, as well as trigger resistance.

Visionary

Leaders who use a visionary style are interested in evoking commitment from their followers to complete a task by linking it to how it will contribute to a mission or vision. It is most effective when the leader has credibility and his or her followers buy-in to the vision.

Affiliative

The affiliative style is evident when a leader focuses on a supportive relationship with followers and attends to their emotional needs. It is often used effectively when a leader is working with his or her team to help them function together better and often used with a visionary, participative, and/or coaching style. It is least effective in crisis situations calling for immediate action or when corrective performance improvement is needed.

Participative

Also known as democratic leadership, leaders using this style that is engaging to foster teamwork and build consensus. Typically, it is most effective when followers have as much information as the leader. This style is least effective when followers are incompetent or lack specific skills, or in crisis situations when immediate action is called for.

Pacesetting

As the name implies, the pacesetting leadership style involves leading by example. Leaders using this style tend to have high standards and often do most the work themselves. When overused over time it can discourage followers and result in leader burnout. It is most effective for quick results and least effective when followers need direction or development.

Coaching

A coaching style is one where a leader is focused on building capacity in their followers through coaching, mentoring and training. This style is most appropriate in formal management situations, but can also be used in instances where a leader is developing a volunteer. Further, for this style to work followers must be motivated to take initiative and the manager has relevant expertise and credibility. It is not effective in crisis situations.