
ENGAGEMENT

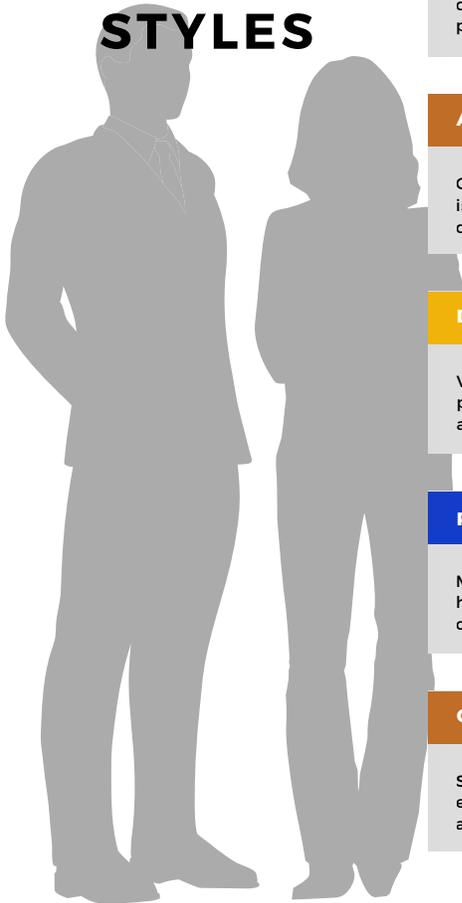
Breakthrough Beliefs

Session Seven: February 5, 2026

Breakthrough Beliefs

- *Leadership isn't about managing emotions—it's about activating the emotional state that makes performance possible.*
- *I don't choose a leadership style because it's my preference. I choose it because it creates the emotion this moment requires.*
- *Leadership isn't about having a style. It's about choosing one—on purpose.*

6 LEADERSHIP STYLES



VISIONARY	Moves people toward shared dreams and is most appropriate when changes require a new vision or when a clear and inspirational direction is needed.	
COACHING	Connects what an individual wants with the organization's goals, helps leaders intelligently delegate, and helps team members improve performance by building long-term capabilities.	
AFFILIATIVE	Creates harmony by connecting people to each other and is most appropriate to heal rifts in a team, motivate during stressful times, or strengthen connections.	
DEMOCRATIC	Values people's input and gets commitment through participation. It is helpful in building buy-in, consensus, and gathering input from team members.	
PACESETTING	Meets challenging and exciting goals to get high-quality results from a motivated and competent team.	
COMMANDING	Soothes fears by giving clear direction in an emergency and is appropriate in a crisis, to kick-start a turn-around, or with problem team members.	

Leadership Style Survey

What's Your Go-To Leadership Style?

For each scenario, choose the response that feels most natural to you—not what you think you should do. At the end, tally your choices to discover your go-to leadership style(s).

Scenario 1: The Surprise Deadline

Your boss just moved up the deadline for a major project by two weeks. Your team doesn't know yet. What's your first move?

- A. "Here's the plan. Let's go. No time for debate."
- B. "I'll get us started. We've got this!"
- C. "Team huddle. What's our best strategy to pivot?"
- D. "Let's take a breath. I know this is stressful. We'll figure it out together."
- E. "Let's talk about what this means for each of you and how to grow through it."
- F. "This is a chance to prove our agility and deliver extraordinary impact!"

Scenario 2: The Toxic Superstar

One of your top performers hits their numbers but crushes morale and ignores feedback.

- A. "Shape up or ship out. Behavior like this won't fly."
- B. "Follow my example. There's a better way to win here."
- C. "Let's bring the team together and surface what's going on."
- D. "Let's sit down and talk. I want to understand what's behind this."
- E. "What's your long game? Let's align your ambition with real leadership."
- F. "Our culture matters. If we want to build something lasting, this must change."

Scenario 3: The Frozen Room

You're leading a meeting. Every idea you float lands with silence and blank stares. What do you do?

- A. "I need participation—now. Let's go around the room."
- B. "Here's what I'd do. Feel free to build on it."
- C. "What's missing? Let's co-create something that excites you."
- D. "I sense hesitation. What's going on beneath the surface?"
- E. "Let's talk about how you prefer to contribute. I want to meet you there."
- F. "This idea matters. Imagine how it could transform our work if we got it right."

Leadership Style Survey

Scenario 4: The Curveball Change

Your boss just rolled out a change that everyone hates. You have to lead it.

- A. "I know it's not ideal, but it's happening. Let's execute."
- B. "I'll lead by example. Here's how I'm approaching it."
- C. "We didn't choose this, but we can choose how we handle it. Thoughts?"
- D. "Let's be honest about how this feels. You're not alone."
- E. "How can we use this challenge to grow your resilience and voice?"
- F. Here's how this aligns with our bigger purpose. Let's own it."

Scenario 5: The Rising Star

You just promoted a team member with tons of potential but little experience.

- A. "Here's what success looks like. Follow this playbook."
- B. "Work alongside me and pick up the pace—I'll show you how."
- C. "Let's collaborate on your ramp-up plan. You bring fresh eyes."
- D. "Let's make sure you feel supported and safe to ask anything."
- E. "Let's map out your growth plan and how I can support your strengths."
- F. "I see big things for you. Let's define your leadership legacy early."

Scenario 6: The Unhappy Client

A long-time client is upset about missed expectations. You're walking into the meeting to repair the relationship.

- A. "Here's what went wrong, here's what we're doing to fix it, and here's our new timeline."
- B. "I've already jumped in to re-work the deliverable myself to get it right. Let me show you."
- C. "Let's hear your perspective. What do you most need to see from us moving forward?"
- D. "I can tell this has been frustrating. I want to rebuild your trust first, then talk solutions."
- E. "Help me understand what success looks like for you so we can align our team to it."
- F. "We're still committed to your bigger goal. This setback can actually move us closer to it."

Leadership Style Survey

Scenario 7: The Bare-Minimum Employee

You've got one team member who's technically competent but clearly disengaged, doing just enough to get by.

- A. "Your performance is below expectations. Here's what must change immediately."
- B. "I'm raising the bar for the team. You'll need to step it up to keep pace."
- C. "What's getting in the way of your motivation? Let's problem-solve this together."
- D. "I've noticed you seem checked out. Are you okay? How can I support you?"
- E. "Let's explore what would make this role more meaningful for you."
- F. "I believe you can play a bigger role in our success. Let me show you the opportunity."

Scenario 8: The Lopsided Group Project

You have to collaborate on a project, but a few team members are carrying most of the load while others coast.

- A. "I'm redistributing the work. Everyone will own specific deliverables and deadlines."
- B. "I'll jump in and model what excellence looks like. Follow my lead."
- C. "Let's regroup. How do you all want to divide responsibilities fairly?"
- D. "I know tensions are high. Let's refocus so collaboration doesn't break down."
- E. "Let's unpack what's driving the imbalance and how each of you can grow through this."
- F. "This project is our chance to make a difference. Let's re-ignite the purpose."

Scenario 9: The Feuding Duo

Two team members separately complain about each other's behavior and both expect you to "fix" the other person.

- A. "Enough. We're having a joint meeting to resolve this today."
- B. "I'll demonstrate how we address conflict directly. Follow that model."
- C. "Let's sit down together. Each of you will share your view, and we'll agree on next steps."
- D. "I want to make sure you both feel heard before we talk solutions."
- E. "How is each person responsible? How can you respond differently next time?"
- F. "We can't reach our vision if we're divided. Let's focus on what unites us."

Leadership Style Survey

Scenario 10: The Ignored Priority

You've rolled out a top strategic initiative, but weeks later no one is treating it as urgent—even after reminders.

- A. "This is non-negotiable. Starting today, it's everyone's top priority."
- B. "Watch how I'm driving this forward. I expect the same intensity from you."
- C. "What's preventing buy-in? Let's talk about what's unclear or unworkable."
- D. "I sense fatigue. Let's reconnect to why this matters to each of you personally."
- E. "What support or clarity do you need to follow through with excellence?"
- F. "If we nail this, it changes everything for our future. Let's reignite the 'why' behind it."

Scoring

Total each letter you selected.

Letter	A	B	C	D	E	F
Total						

Leadership Style Reveal

What letter is your highest score? _____

This is likely your go-to leadership style.

What letter is your lowest score? _____

This is likely the style that may feel least natural or one you avoid.

- A. Commanding: Take decisive action by telling people what to do
- B. Pacesetter: Build urgency to meet challenging and exciting goals
- C. Democratic: Gain buy-in and by involving people in decisions that impact them
- D. Affiliative: Create harmony and connection during stressful times or conflict
- E. Coaching: 1:1, connecting individuals to the organization
- F. Visionary: Inspire others by communicating a clear vision

Leadership Style Survey

Interpretation

This survey helps you uncover your most and least used leadership styles. Based on Daniel Goleman's six leadership styles, your responses likely reveal how you naturally lead under pressure.

Commanding: Take decisive action by telling people what to do

Naturally, you ...

- take charge in crises and make quick decisions
- have no issue telling people what to do
- believe rules and standards should be followed without exception
- are comfortable using authority to get results
- step in to correct poor performance immediately
- clear about who's in charge

Pacesetter: Build urgency to meet challenging and exciting goals

Naturally, you ...

- lead by example and expect others to follow your standard
- prefer to do things yourself if others aren't performing
- move fast and expect others to keep up
- have little patience for mediocrity
- thrive in high-performance, high-pressure environments
- value competence and efficiency above all

Democratic: Gain buy-in by involving people in decisions that impact them

Naturally, you ...

- ask for input on decisions that affect your team
- seek to build consensus rather than push decisions through
- encourage open debate and diverse opinions
- make people feel heard even if their input isn't used
- believe the best ideas often come from the group
- slow down to involve others—even when moving fast is easier

Affiliative: Create harmony and connection during stressful times or conflict

Naturally, you ...

- prioritize team harmony, especially in times of stress
- recognize and respond to people's emotions
- build loyalty by showing empathy and care
- foster a sense of belonging and psychological safety
- offer support first, then focus on performance
- value and intentionally nurture strong relationships

Leadership Style Survey

Coaching: 1:1, connecting individuals to the organization

Naturally, you ...

- help individuals clarify their personal and professional goals
- regularly have developmental conversations with your team
- adapt your leadership to support someone's growth stage
- encourage learning from mistakes and reflection
- invest time in mentoring and building others' capacity
- help people connect what matters to them with what matters to the organization

Visionary: Inspire others by communicating a clear vision

Naturally, you ...

- communicate a clear, compelling vision for the future
- help others see how their work connects to the big picture
- use storytelling or metaphors to inspire people
- energize my team by focusing on what's possible, not just what is
- set a direction and give people freedom to find their own path
- focus more on long-term outcomes than short-term fixes

Leadership Styles

Leadership Style	Quick Description	Emotional State to Activate	Key EQ Behaviors Needed
Visionary	Sets direction and meaning by connecting today's work to a compelling future. Helps people see <i>why</i> their work matters.	Hope / Meaning	<ul style="list-style-type: none"> · Self-Awareness · Influence · Optimism · Inspiration
Coaching	Develops people by connecting individual strengths and goals to organizational needs. Focuses on growth over time.	Confidence / Capability	<ul style="list-style-type: none"> · Self-Awareness · Self-Confidence · Empathy · Service
Affiliative	Builds trust and restores connection by prioritizing relationships, safety, and belonging—especially during stress or conflict.	Trust / Safety	<ul style="list-style-type: none"> · Self-Control · Empathy · Service · Teamwork
Democratic	Creates ownership and buy-in by involving others in decisions that affect them. Values voice and diverse perspectives.	Ownership / Buy-in	<ul style="list-style-type: none"> · Adaptability · Assertiveness · Influence · Teamwork
Pacesetting	Raises standards and urgency by modeling excellence and speed. Most effective when trust and capability already exist.	Urgency / Standards	<ul style="list-style-type: none"> · Self-Control · Self-Confidence · Initiative · Influence
Commanding	Provides immediate clarity and direction in moments of crisis or safety risk. Best used briefly and intentionally.	Clarity / Safety	<ul style="list-style-type: none"> · Self-Control · Self-Confidence · Assertiveness · Initiative

GROW for Leadership Styles

G

GOAL

Identify the outcome you want to create and what people must feel to get there.

Goal Questions

- What outcome are we trying to create?
- What must people feel to get there? (clarity, trust, urgency, ownership, etc.)

R

REALITY

Assess the current reality of the situation, including the emotional reality.

Reality Questions

- What emotions are present?
- Where is threat, fatigue, or resistance showing up?

O

OPTIONS

Intentionally select the leadership style(s) that will close the gap between reality and the goal.

Options Questions

- What is the emotional gap?
- What style(s) are most effective in closing the gap?
- What style(s) must be avoided?

W

WAY FORWARD/ WINNING

Execute on the best option.

Way Forward Questions

- What will I say and how will I say it?
- What will I ask to involve others?
- What commitment am I making?
- What will I intentionally avoid doing?
- What will winning look like?

Don't choose a leadership style because it is YOUR preference.
Choose it because it activates the emotional state this moment requires.

“

GROW for Leadership Styles Planning Guide



GOAL

Identify the outcome you want to create and what people must feel to get there.

Goal Questions

- What outcome are we trying to create?
- What must people feel to get there? (clarity, trust, urgency, ownership, etc.)

Desired outcome:

Emotional state required for success:

Clarity Trust Confidence Ownership Urgency Hope Other: _____



REALITY

Assess the current reality of the situation, including the emotional reality.

Reality Questions

- What emotions are present?
- Where is threat, fatigue, or resistance showing up?

What emotions am I observing (spoken or unspoken)?

Where might threat be present?

What are the stories people may be telling themselves?

What are my strengths/limitations as a leader?

Who are the stakeholders involved?

GROW for Leadership Styles Planning Guide



OPTIONS

Intentionally select the leadership style(s) that will close the gap between reality and the goal.

Options Questions

- What is the emotional gap?
- What style(s) are most effective in closing the gap?
- What style(s) must be avoided?

Leadership Style Options (check and note):

- Visionary – Why/Why not:
- Coaching – Why/Why not:
- Affiliative – Why/Why not:
- Democratic – Why/Why not:
- Pacesetting – Why/Why not:
- Commanding – Why/Why not:

Key EQ behaviors I must lead with: (choose 1–2 primary)

Managing Self

(Intrapersonal Intelligence)

1. Self-Awareness
2. Self-Confidence
3. Self-Control
4. Adaptability
5. Initiative
6. Optimism

Influencing Others

(Interpersonal Intelligence)

1. Empathy
2. Service
3. Inspiration
4. Assertiveness
5. Influence
6. Teamwork

My Decision:

Primary style:

Secondary/supporting style:

Style(s) to avoid right now:

GROW for Leadership Styles Planning Guide



WAY FORWARD

Execute on the best option.

Way Forward Questions

- What will I say and how will I say it?
- What will I ask to involve others?
- What commitment am I making?
- What will I intentionally avoid doing?
- What will winning look like?

What I will say:

Questions I will ask:

Commitments I will make:

What I will not do:

Winning looks like...

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Application

You can find all LEAD resources at:

Leadership: <https://yellingroup.com/truenergy-leadership-resources>

Foundations: <https://yellingroup.com/truenergy-foundations-resources>

I commit to:

The team commits to:



Leadership isn't about managing emotions—it's about activating the emotional state that makes performance possible.