

FORCEFUL LEADERSHIP		ENABLING LEADERSHIP	
Vice	Virtue	Virtue	Vice
Dominant to the point of eclipsing subordinates	Takes charge; in control	Empowers subordinates; able to delegate	Abdicates responsibility for oversight
Doesn't hear and value others' opinions	Takes stands and articulates them clearly	Listens to others' opinions and ideas	Takes no clear stands
Insensitive; callous	Makes tough calls, including those that have adverse effects on people	Compassionate; responsive to others' needs and feelings	Overly accommodating
Rigid; demoralizes others	Holds others accountable	Understanding	Doesn't hold others accountable
STRATEGIC LEADERSHIP		OPERATIONAL LEADERSHIP	
Vice	Virtue	Virtue	Vice
Looks down the road too much	Focused on setting long-term strategy	Focused on getting short-term results	Myopic; has tunnel vision
Hopelessly conceptual	Thinks broadly; focused on big picture	Knows the specifics of how things work	Bogged down in detail
Too ambitious	Expansive; aggressive about growing the business	Respects the limits of the organization's capacity	Too conservative and limiting

Kaplan and Kaiser, MIT Sloan Management Review 2003