

Situational Leadership:

The Who, What, Where,
When and Why

Brought to you by...

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Managers vs. Leaders

"Not all leaders are managers, nor are all managers leaders."

- Managers are persons whose influence on others is limited to the appointed managerial authority of their positions
- Leaders are persons with power who can influence others to perform actions beyond managerial authority.

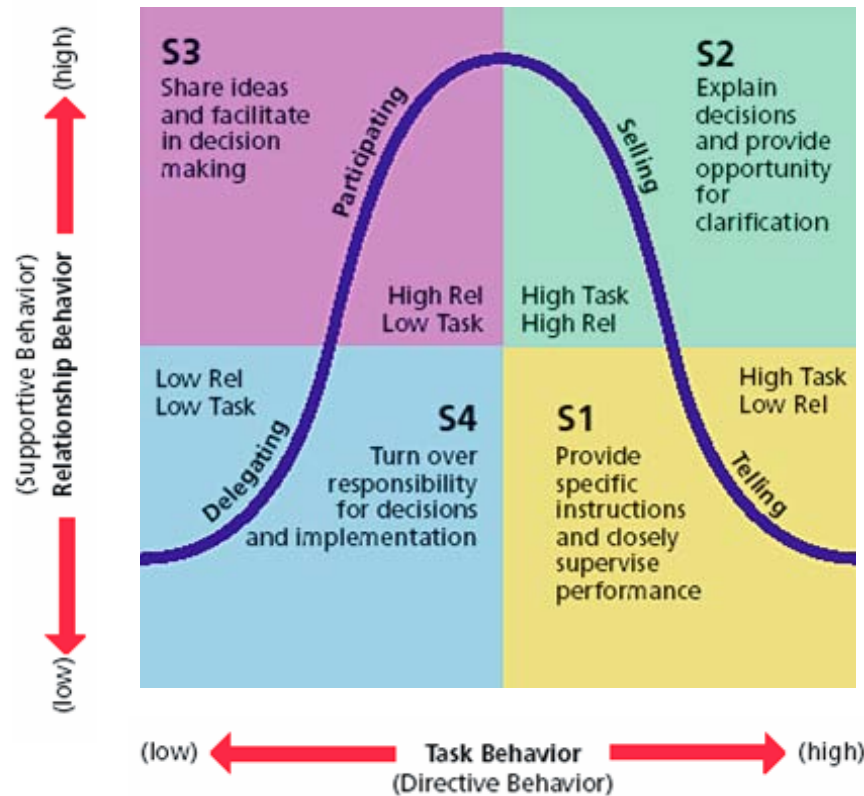
Characteristics of a good leader

- Knowledgeable
- Good teacher
- Clear sense of mission or objectives
- Feedback designed to enhance performance
- Get "the best" out of their people (motivator)
- Utilize positive discipline
 - Timely
 - Focus on performance (not personality)
 - Be specific (avoid generalities)
 - Keep it private

Situational Leadership

- Focuses on leadership in situation
- As situations change, different styles become appropriate
- To be an effective leader requires that an individual adapt his/her style to the demands of different situations
- Situational leadership suggests that leaders should vary their behavior in order to meet the changing needs of their followers
- Adapting to the readiness of followers is crucial

Leadership Styles and Behavior



Source: Adapted from Paul Hersey, *Situational Selling* (Escondido, CA: Center for Leadership Studies, 1985), p. 19.

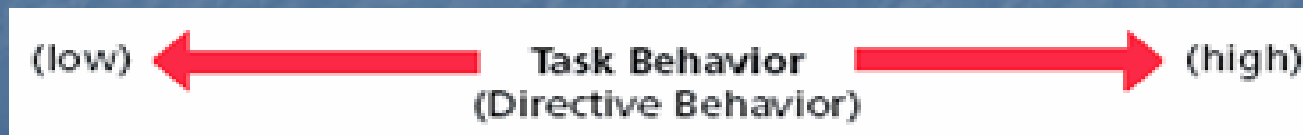
Components of Situational Leadership

- Two types of leader behavior
 - Directive of Task
 - Support of Relationship
- Two types of follower readiness
 - Ability – Does one have the capacity
 - Willingness – Does one have the desire

Directive Behavior

Amount of guidance required

- Extent to which the leader structures the task and provides oversight
- Assist group members in goal accomplishment by giving directions, establishing goals and methods of evaluation, setting timelines, defining roles, and showing how the goals are to be achieved
- Tend to clarify using one-way communication



Supportive Behavior

Amount of support required

(Supportive Behavior)

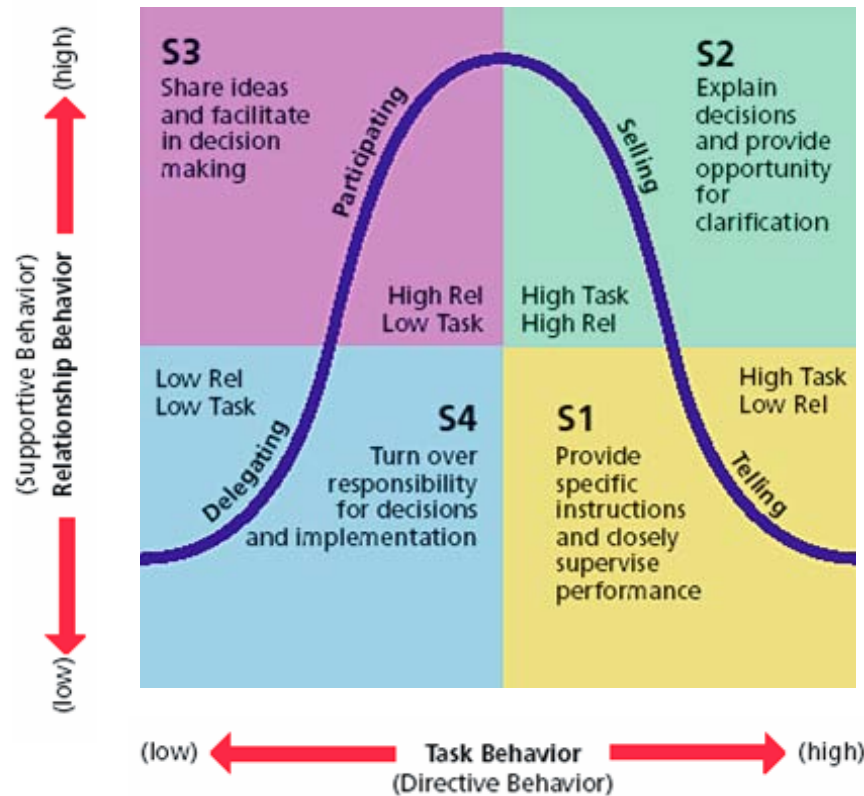
Relationship Behavior

(high)

(low)

- Helps group members feel comfortable
- Involves two-way communication and responses that show social and emotional support to others
- Demands clarity from the leader and good listening skills.

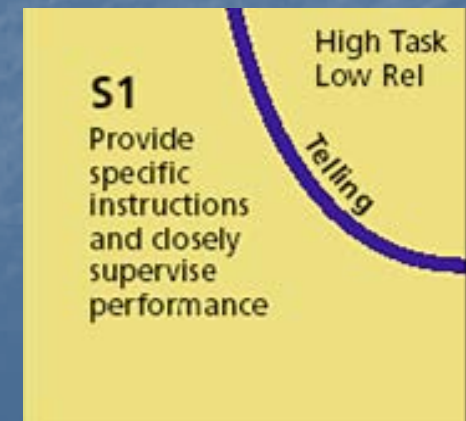
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Telling

- The leader defines the roles and routines and tells the followers what, how, when, and where to do the task and then supervises them carefully
- Leader focuses communication on goal achievement and spends a smaller amount of time using supportive behaviors



Selling

- The leader provides both directive and supportive behavior
- Leader focuses communication on both goal achievement and maintenance of subordinates' socio-emotional needs
- Giving encouragement and soliciting followers input
- Still requires the leader make the final decision of the what and how of goal accomplishment.



Participating

- Shared decision making with followers, focused on facilitation and support
- Leader does not focus exclusively on goals but uses supportive behaviors that bring out the followers skills around the task to be accomplished
- Give followers control for day to day decisions but remains available to facilitate problem solving



Delegating

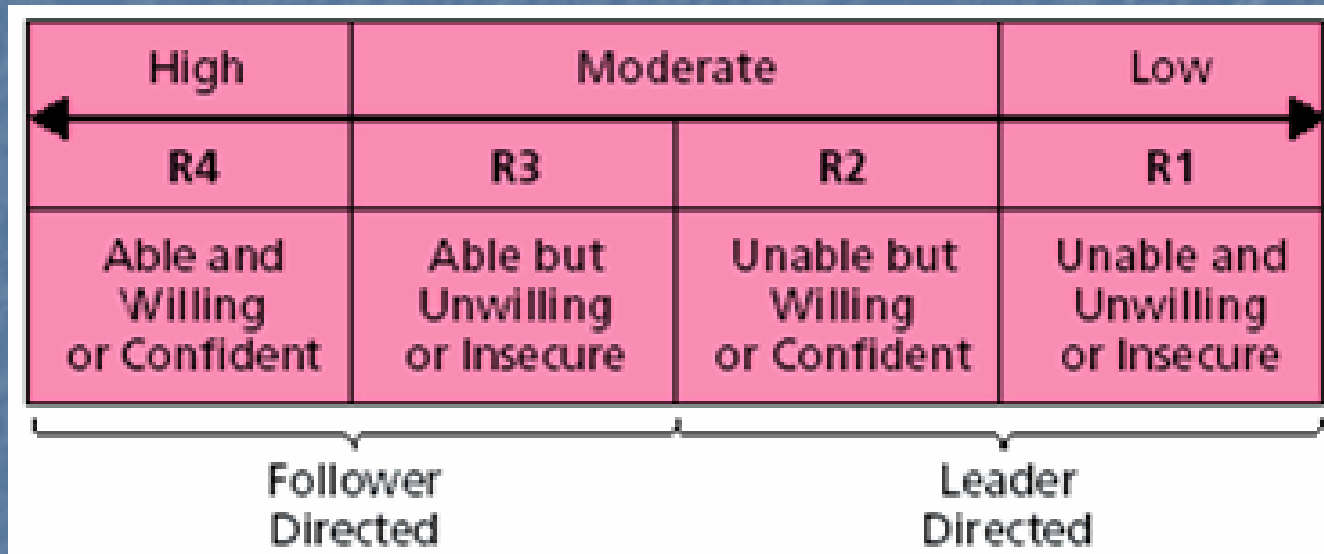
- Lessens involvement in planning, control of details and goal clarification
- Offers less task input and social support, facilitating followers confidence and motivation in reference to the task
- After agreeing on the definition of what they are to do, this style lets followers take responsibility for getting the job done the way they see fit.



Readiness of Followers

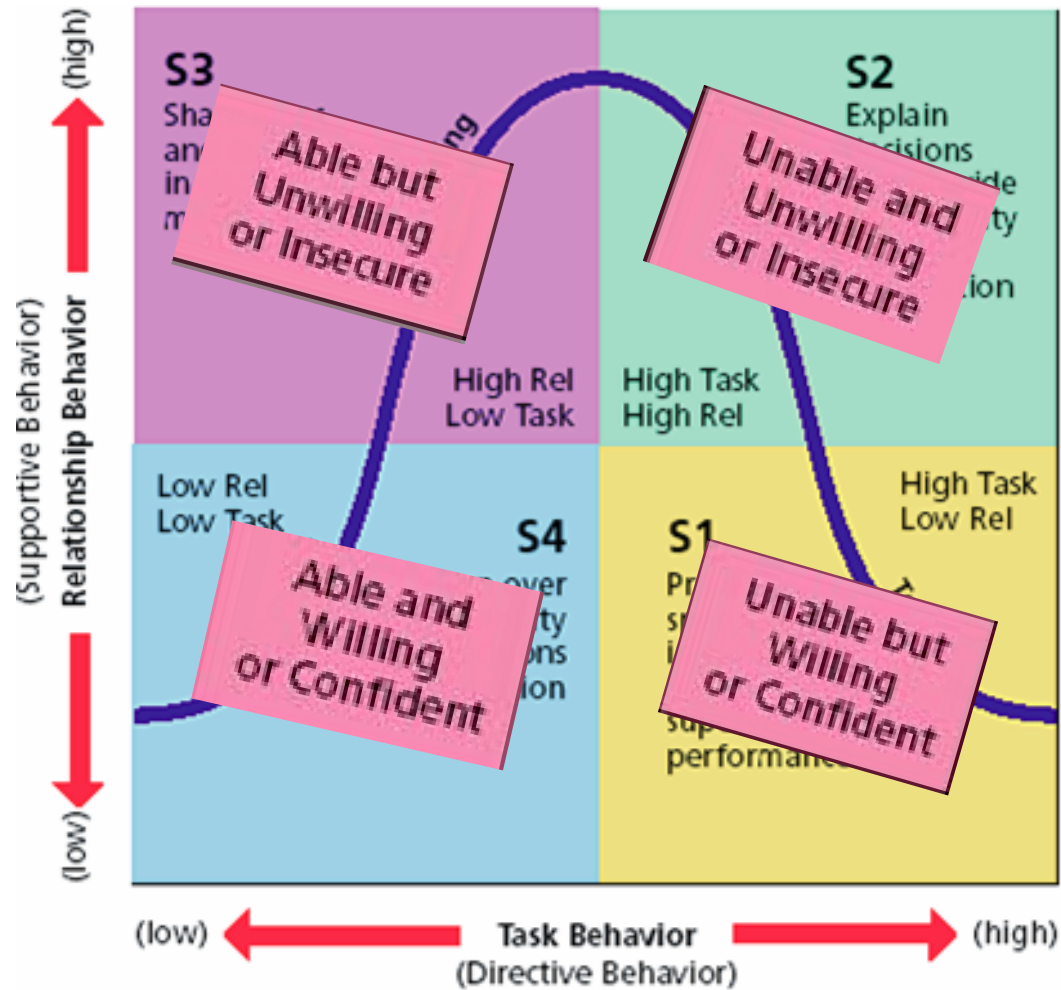
- The extent to which the follower has the **ability and willingness** to perform a specific task
- Not a personal trait
- Varies with the job
- **Different combinations** of ability and willingness

Follower Levels



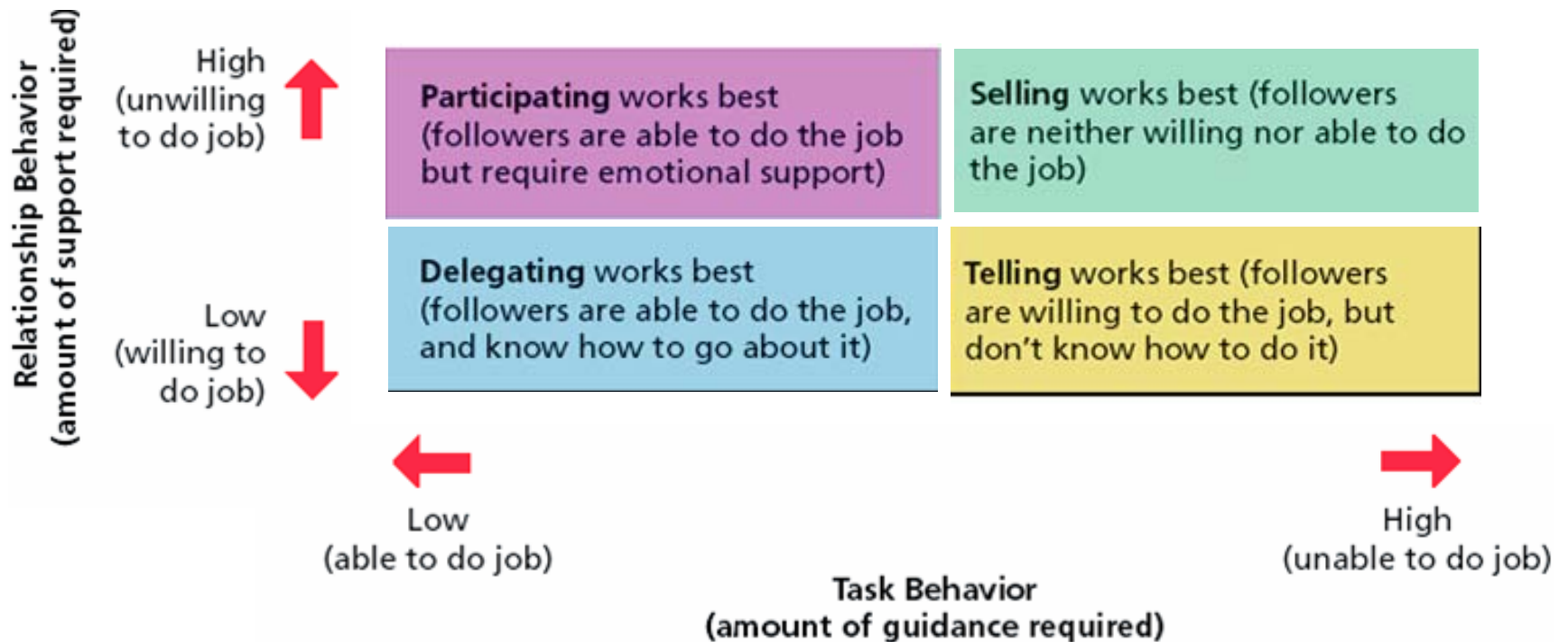
- As people grow in their readiness, the action they need from the leader changes.

Follower Readiness as it relates to Leadership Styles



Source: Adapted from Paul Hersey, *Situational Selling* (Escondido, CA: Center for Leadership Studies, 1985), p. 19.

Applying Leadership Styles



Source: Jerald Greenberg, *Managing Behaviour in Organizations: Science in Service* (Upper Saddle River, NJ: Prentice-Hall, 1996).

Applying Theory to Practice

Now it's your turn!

How to improve your leadership skills...

- Skill 1 - Think Like a Leader
 - identify what is happening
 - explain why it is happening
 - decide what you are going to do about it
- Skill 2 - Use an appropriate leadership style
 - leaders usually fit their style to the situation
 - different leadership styles are appropriate to different situations
- Skill 3 - Pick the right leadership situation
 - gravitate toward leadership situations that fit your favored leadership style

How to improve your leadership skills...

- Skill 4 – Build your power base
 - bolster your leadership potential by enhancing your authority (increasing your power)
- Skill 5 – Exercise better judgment
 - decisiveness and good judgment are important leadership traits.
- Skill 6 – Improve leadership traits and skills
 - exhibit self-confidence
 - display honesty and integrity
 - increase your knowledge of the organization

References

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