

Situational Leadership



Introductions

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Situational Leadership

- Designed by Paul Hersey & Ken Blanchard
 - Behavioral Scientists
 - Co-authors of The One-Minute Manager
- Situational Leadership is just “organized common sense”



What is Leadership?

- Leadership is an attempt to *influence* the behavior of another person or group
- Influencing behavior is not an event, but a process
- The ability to influence is directly related to a leaders understanding of the employee



How do We Lead/Influence?

Task

- Tell and Show What to Do, When and How to Do It
- Set Goals
- Clarify Expectations
- Closely Supervise
- Monitor Work
- Evaluate Performance

Relationship

- Provide Support and Encouragement
- Participate in Shared Decision Making
- Delegate Decision Making Authority and Support Decisions

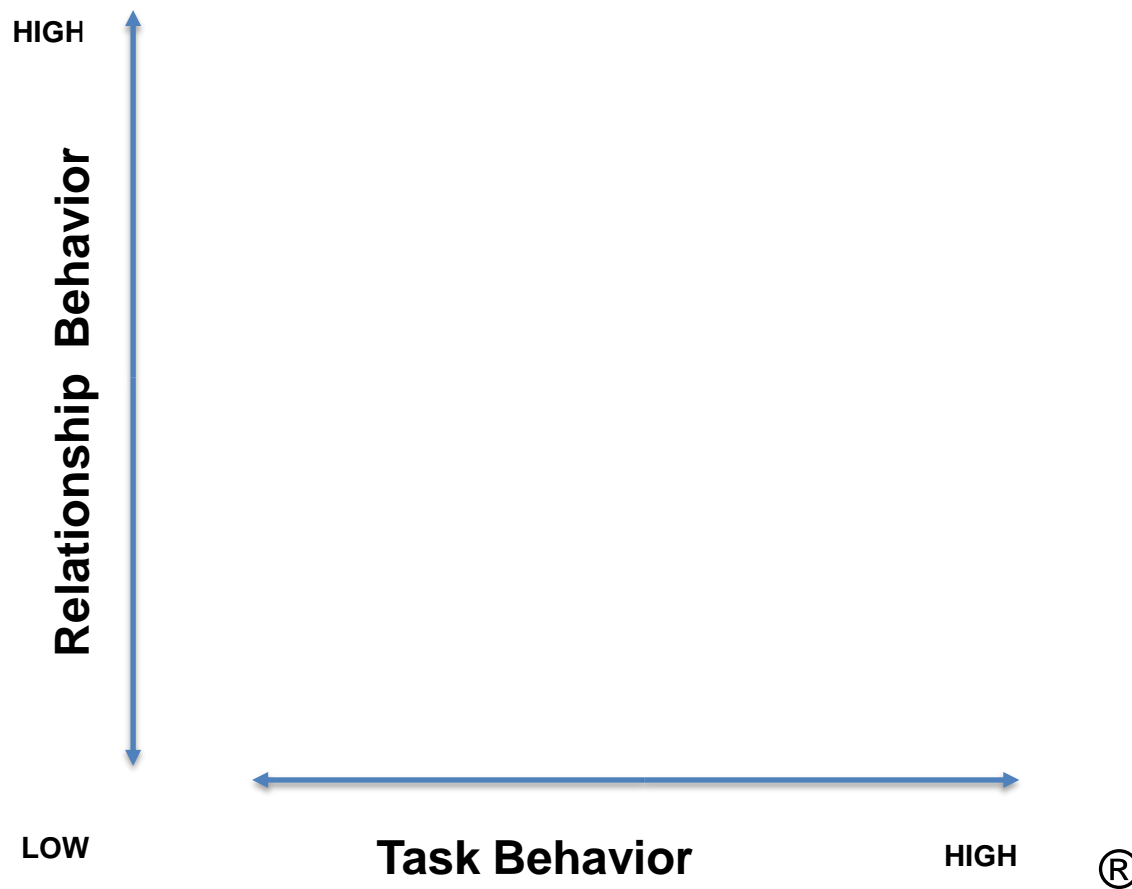


Situational Leadership

- Goals:
 - Matching Leadership Style with Follower Performance
 - Assessing the Readiness of Team Members



Two Dimensions of Leadership



Situational Leadership

- Task behavior
- The extent to which a leader
 - Sets goals and clarifies expectations
 - Tells and shows an individual what to do, when, and how to do it
 - Closely supervises, monitors, and evaluates performance



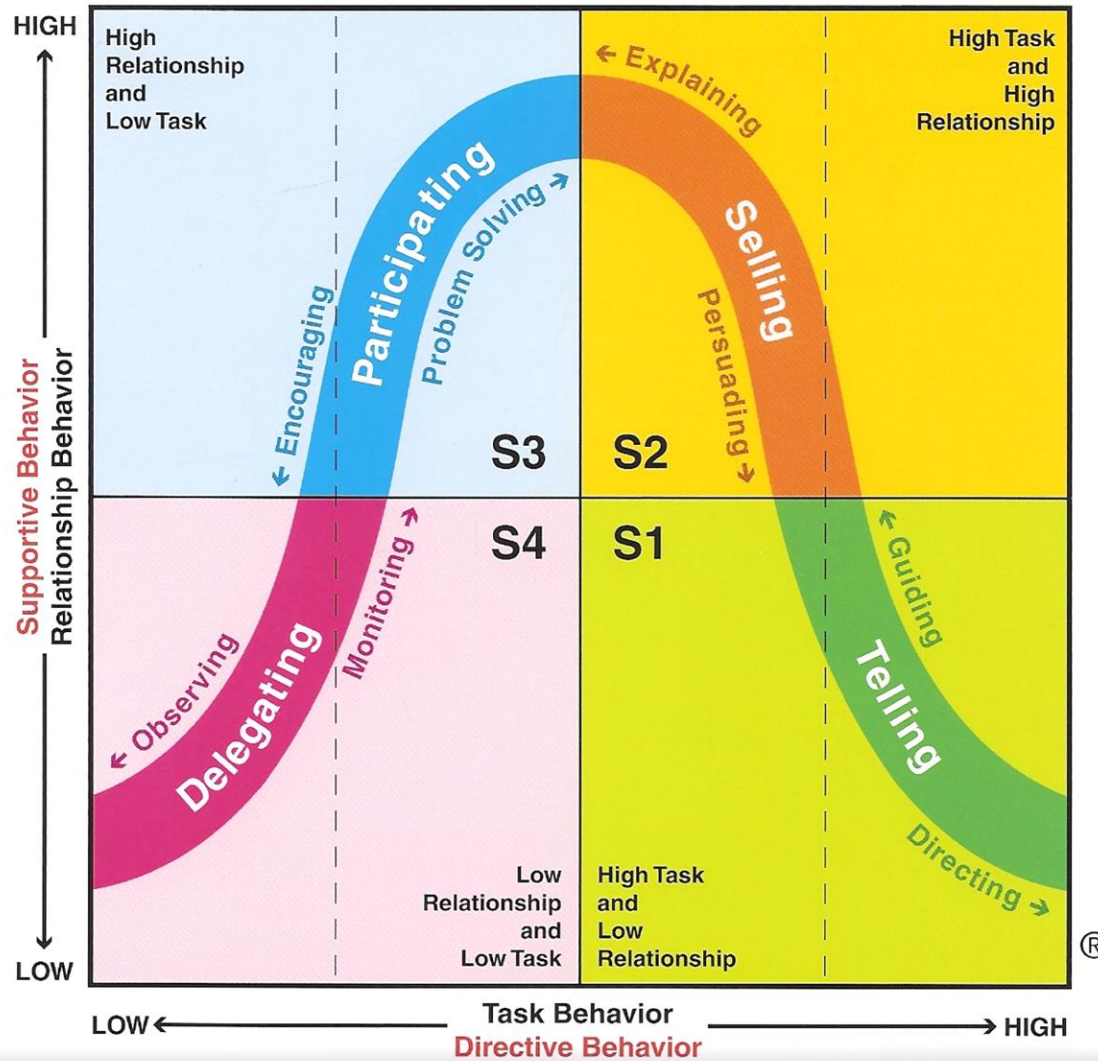
Situational Leadership

- Relationship behavior
- The extent to which a leader
 - Engages in more two-way communication
 - Listens and provides support and encouragement
 - Involves the other person in decision-making
 - Encourages and facilitates self-reliant problem solving



Situational Leadership®

Influence Behaviors



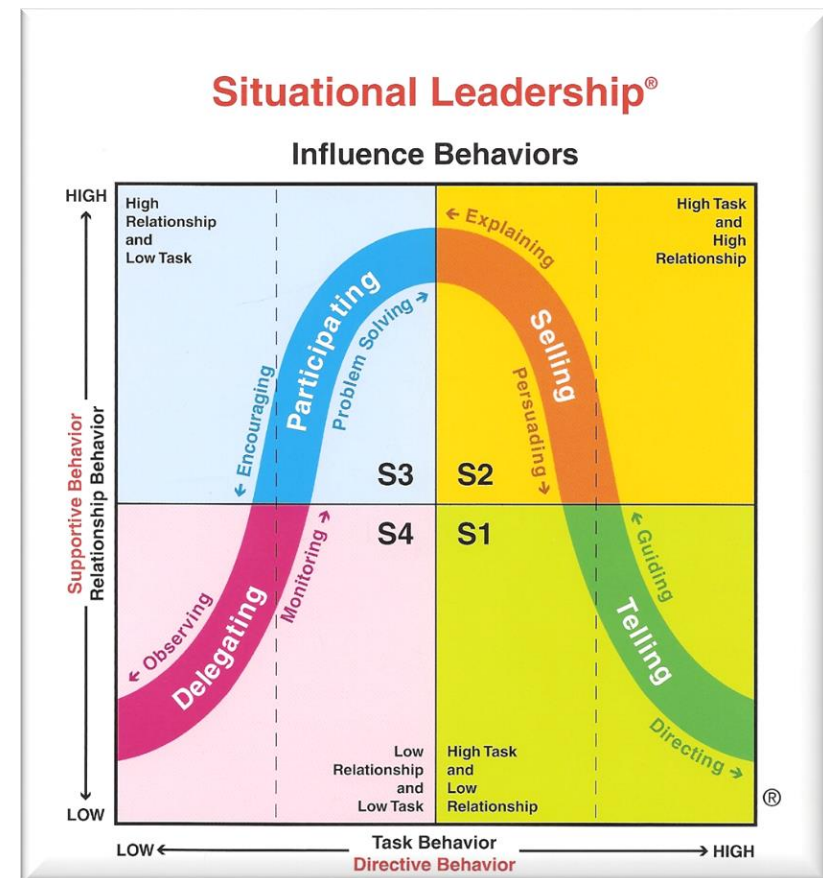
What directing behaviors do you see yourself doing the most in the workplace?

- _____ Telling, Guiding, Directing, Instructing
- _____ Selling, Persuading, Explaining, Clarifying
- _____ Participating, Encouraging, Supporting
- _____ Delegating, Observing, Monitoring



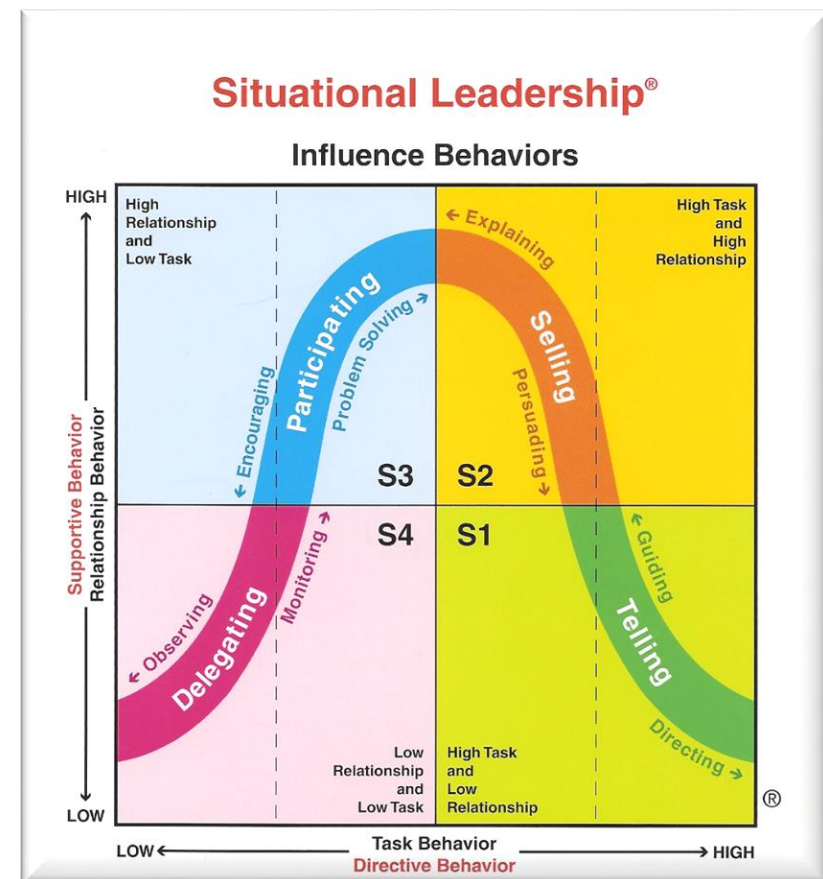
S1 Telling, Guiding, Directing, Instructing

- Defining
- Planning/prioritizing
- Orienting
- Teaching/showing how
- Checking/monitoring
- Giving Feedback



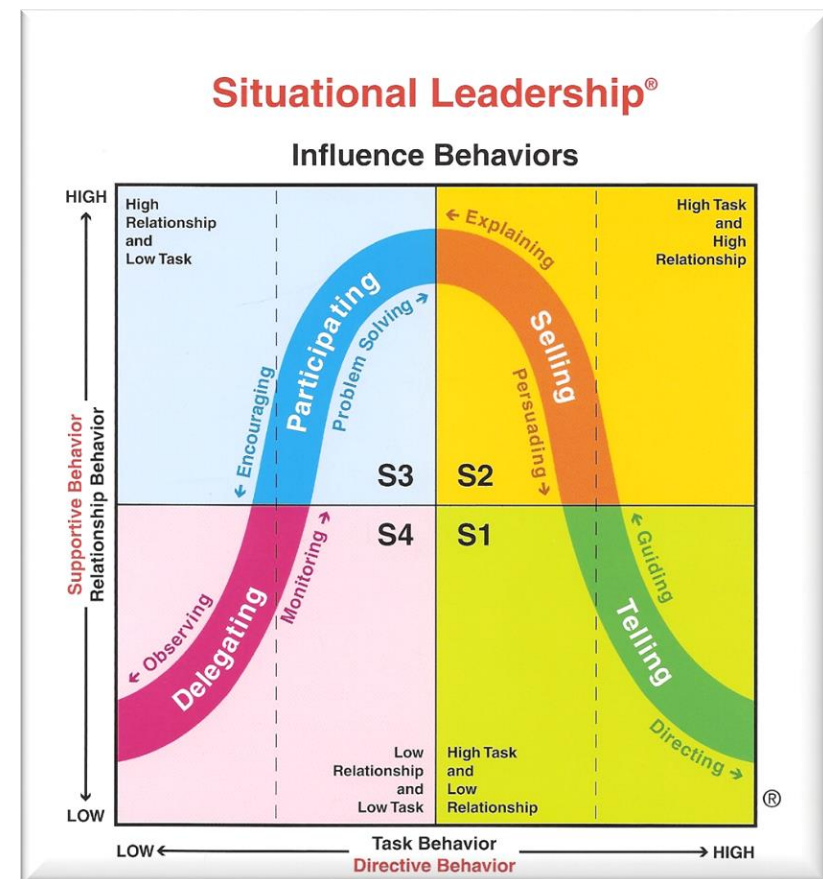
S2 Selling, Persuading, Explaining, Clarifying

- Exploring/asking
- Redirecting
- Sharing Feedback
- Encouraging
- Praising
- Coaching



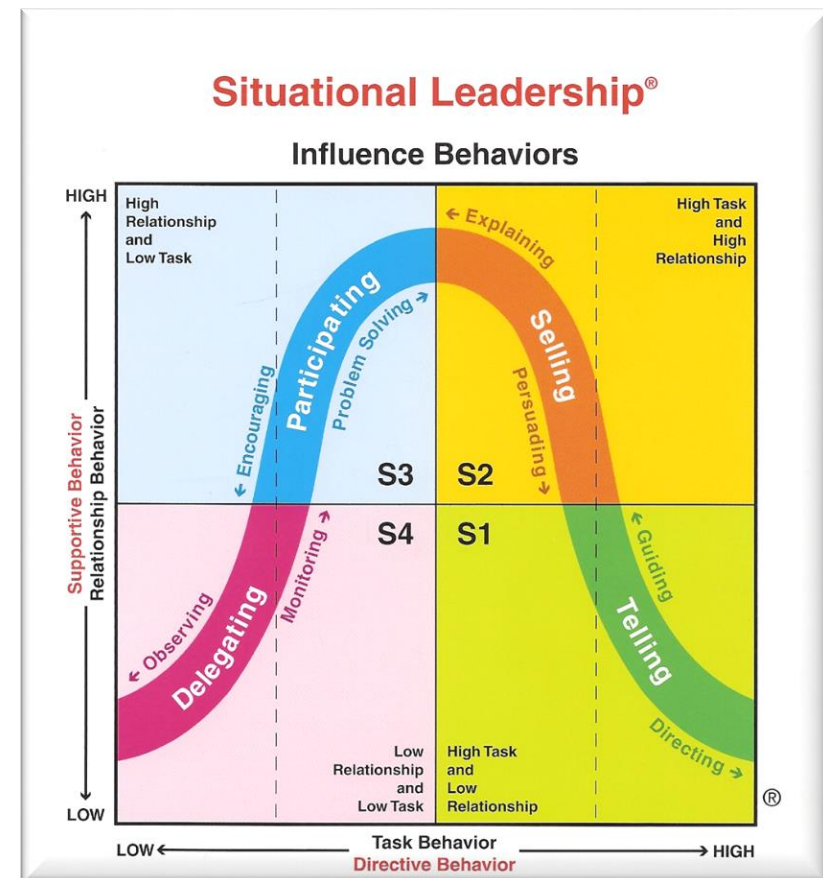
S3 Participating, Encouraging, Supporting

- Asking/listening
- Reassuring
- Collaborating
- Facilitating self-reliance
- Encouraging Feedback
- Appreciating



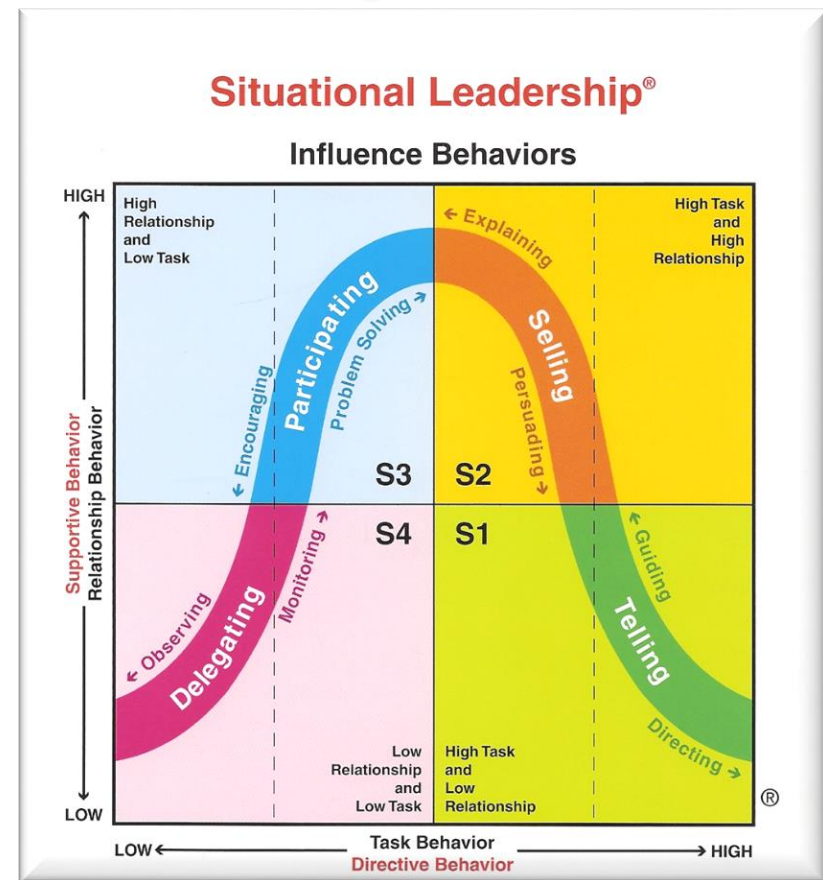
S4 Delegating, Observing, Monitoring

- Allowing/trusting
- Confirming
- Empowering
- Affirming
- Acknowledging
- Challenging



What are your typical relationship behaviors in the workplace?

_____ Low Relationship
 _____ High Relationship



Research on Behavior Use in the Workplace

- 54% tend to use only 1 style regularly
- 35% 2 styles
- 10% 3 styles
- 1% all 4 styles

Great leaders learn to use all 4 styles



Using Situational Leadership

- Step 1: Identify the specific job, task or activity
- Step 2: Assess current performance readiness
- Step 3: Match leader response



Assessing Performance Readiness

Performance Readiness

HIGH	MODERATE		LOW
R4	R3	R2	R1
Able and Confident and Willing	← Able but Insecure or Unwilling →	← Unable but Confident or Willing →	← Unable and Insecure or Unwilling →
Self Directed			Leader Directed



R1 Unable and Unwilling or Insecure

- Hopeful
- Inexperienced
- Curious
- New/unskilled
- Optimistic
- Excited
- Eager
- Enthusiastic
- Don't know what they don't know

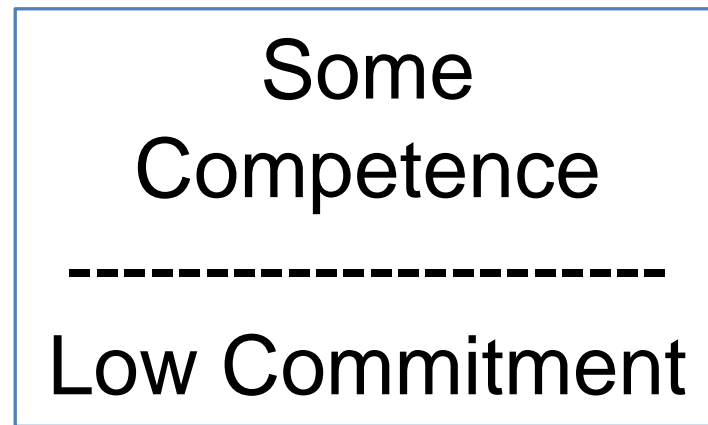
Low Competence

High Commitment



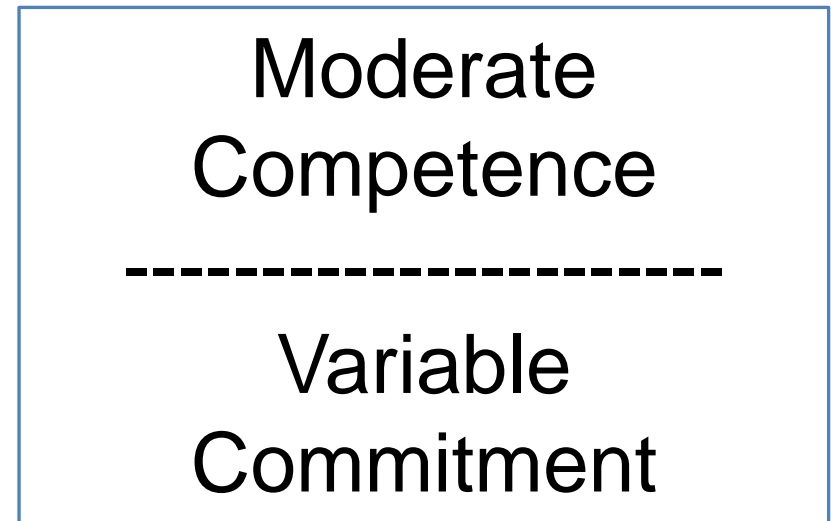
R2 Unable but Willing or Confident

- Overwhelmed
- Confused
- Demotivated
- Frustrated
- Disillusioned
- Discouraged
- Still Learning
- Inconsistent Performance
- Flashes of Competence



R3 Able but Unwilling or Insecure

- Mostly self-directed and productive
- Capable
- Contributing
- Self-critical
- Doubtful
- Insecure
- Tentative/unsure/hesitant
- Bored/apathetic



R4 Able and Willing and Confident

- Justifiably confident
- Consistently competent
- Inspired/inspires others
- Expert
- Autonomous
- Self-assured
- Accomplished
- Self-reliant/self-directed
- May be asked to take on too much

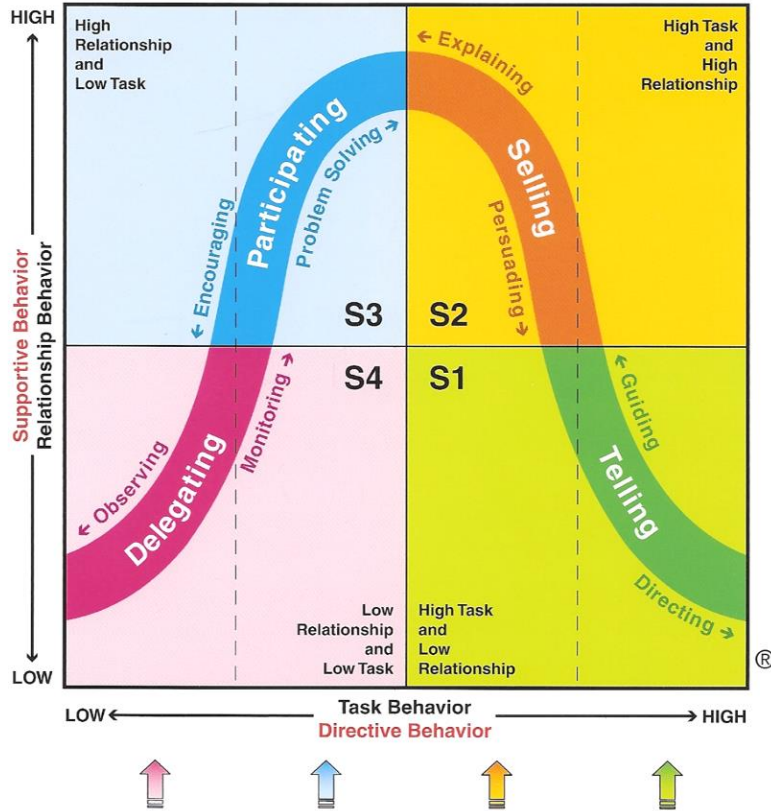
High Competence

High Commitment



Situational Leadership®

Influence Behaviors



Performance Readiness

HIGH	MODERATE		LOW
R4	R3	R2	R1
Able and Confident and Willing	Able but Insecure or Unwilling	Unable but Confident or Willing	Unable and Insecure or Unwilling
Self Directed		Leader Directed	

Leadership
Style Related
to
Performance
Readiness



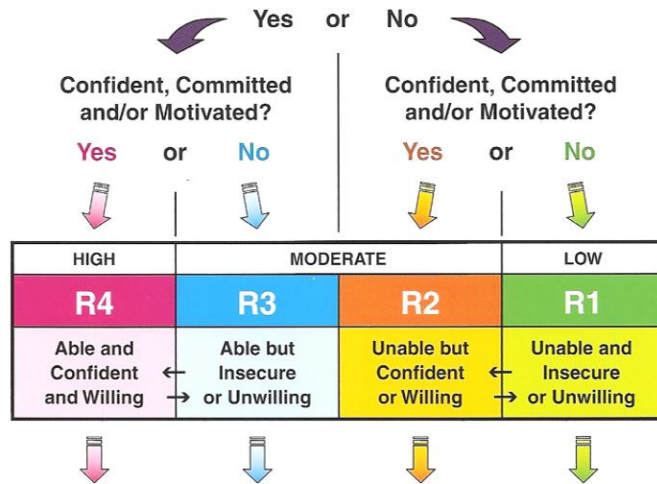
Using Situational Leadership®

Step 1 Identify the specific job, task or activity.

Step 2 Assess current performance readiness.

Is the person presently performing at sustained acceptable levels?

(Complex or not sure? Break task into smaller activities.)



Step 3 Match leader response.

S4	S3	S2	S1
Low Relationship Low Task	High Relationship Low Task	High Task High Relationship	High Task Low Relationship
Delegating Observing Monitoring Tracking	Participating Encouraging Problem Solving Involving	Selling Explaining Persuading Clarifying	Telling Guiding Directing Instructing

Using Situational Leadership



Applying Situational Leadership to an Employee

1. Consider each person on your team
2. Work through the Situational Leadership process thinking about where they are right now on a macro basis
3. What communication strategies or leader behaviors might be employed to encourage moving them from one quadrant to the next?
4. Practice those strategies and review again in the future



Applying Situational Leadership to an Employee and a Particular Task

1. Consider this person on your team and the particular function/task where more productivity would be desired.
2. Work through the Situational Leadership process to determine readiness
3. What communication strategies or leader behaviors might be employed to encourage more productivity?
4. How will your strategies change over time?



Other Times to Use Situational Leadership

- How can this be applied to a group?
 - New committee
 - Seasoned team doing new things
 - New board members



Turn this around – now you are the employee?

- Consider how your boss typically deals with you.
- How would you prefer to be dealt with?
 - If they are the same – no problem.
 - If they are different – what



What behaviors do you see your boss doing the most in the workplace or other situation?

- _____ Telling, Guiding, Directing, Instructing
- _____ Selling, Persuading, Explaining, Clarifying
- _____ Participating, Encouraging, Supporting
- _____ Delegating, Observing, Monitoring

What communication strategies might be employed to encourage a different working relationship



Other Uses

- Organizational Change
 - Big or small
- Parenting
- Spouse



Questions and Answers

We thank you for your time!



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