



THE EVEREST *Leadership Academy*

The Situational Leader

Dr. Paul Hersey

The Center for Leadership Studies

www.everestla.org



Leadership Styles - Background

- Autocratic described as being directive
- Democratic described as sharing information
- Task behavior – telling people what to do, how to do it, when to do it, where to do it, and who's to do it
- Relationship behavior – extent to which the leader engages in two-way or multi-way communication
- Attitude and behavior – focus on behavior which impacts others, not their attitudes

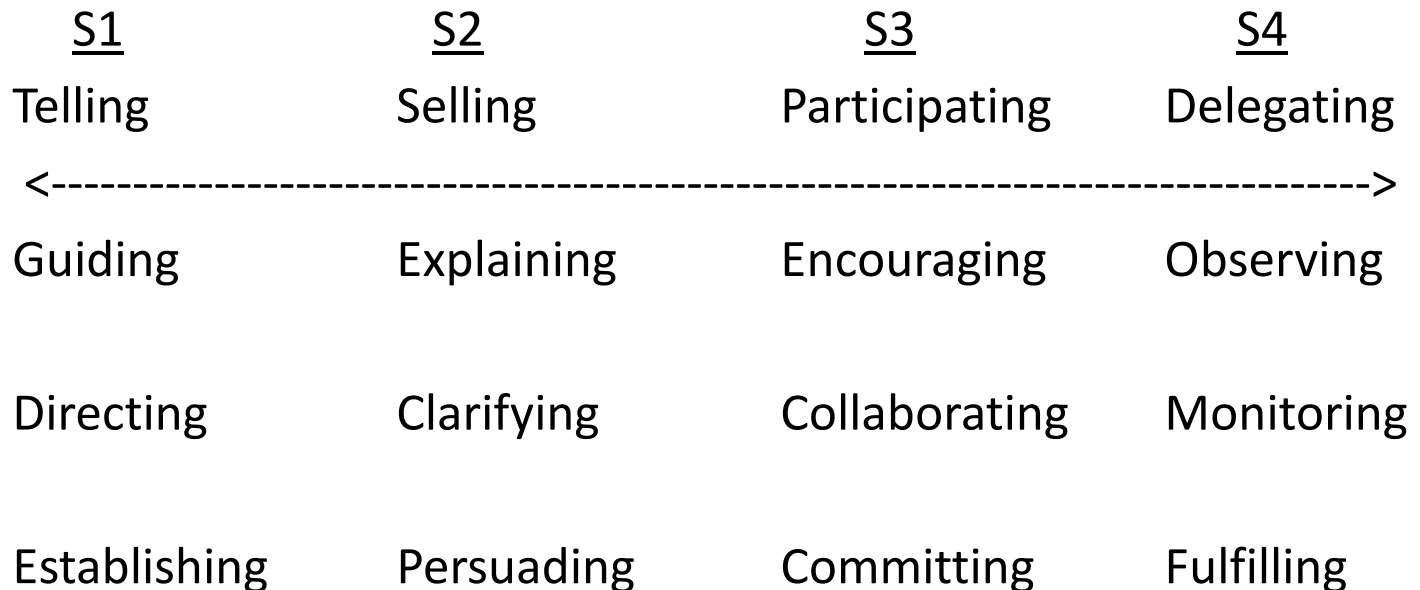


Leadership Styles

- S1 - High task / low relationship:
 - The leader is very directive / orders are given
- S2 - High task / high relationship:
 - The leader provides guidance
- S3 - High relationship / low task:
 - The leader provides encouragement, promotes discussion, and asks for contributions from the followers
- S4 - Low relationship / low tasks:
 - The leader provides little direction, and low amounts of two-way communication and supportive behavior



Leadership Styles





Leadership Effectiveness

- Effectiveness depends upon the interaction among the leader, follower, boss, associates, organization, job demands, and time constraints
- Leaders bring their leadership style to a situation
- Followers also bring attitudes and behaviors to the situation
- Effectiveness is determined by the interaction between the patterns of behavior and values of both the leader and the follower
- Organizations develop patterns of behavior and values – corporate culture



Follower Readiness

- Ability of a follower and the willingness to accomplish a specific task
- Two major components of readiness:
 - Ability – knowledge, experience, and skill an individual or group brings to a particular task or activity
 - Willingness – confidence, commitment, and motivation to accomplish a specific task or activity



Follower Readiness Levels

- Level 1 Unable and unwilling – lacks knowledge, commitment and motivation
- Level 2 Unable but willing – lacks ability but is motivated. Lacks proficiency but is making an effort to learn
- Level 3 Able but unwilling – proficient but bored
- Level 4 Able and willing – qualified and confident about doing it alone

“Readiness levels can help leaders make decisions about what leadership styles will be most appropriate”



Selecting Appropriate Styles

- You need to consider each unique situation in order to understand which of the styles is most appropriate
- Situational leadership is based on an interplay among:
 1. The amount of task behavior a leader provides
 2. The amount of relationship behavior a leader provides
 3. The readiness level of the follower
- There is no one-size-fits-all leadership style



The Situational Leadership Model

- Relates the four different levels of readiness to the four basic leadership styles

<u>Telling</u>	<u>Selling</u>	<u>Participating</u>	<u>Delegating</u>
S1	S2	S3	S4
R1	R2	R3	R4
Unable & <u>unwilling</u>	Unable but <u>willing</u>	Able but <u>unwilling</u>	Able and <u>willing</u>