SITUATIONAL LEADERSHIP

Fitting the supervision
to the follower

The Situational Leader by Paul Hersey

Jim Mann's Rules of Supervision

1st Rule: Never assume they will know how to do it.

2nd Rule: Expectations are built on confirmations.

3rd Rule: What makes sense to you, will make sense to them…
in an entirely different way.

"Leaders match their style to the competence and commitment of subordinates"

- Focuses on leadership in situations
- Emphasizes **adapting style** - different situations demand different kinds of leadership
- Used extensively in organizational leadership training and development

Leadership Style

- The patterns of behavior of the leader as perceived by others.
  - *Directive vs. Supportive*

How Does The Situational Approach Work?

Using SLII model – In any given situation the Leader has 2 tasks:

1st

Identify the developmental level of employee

2nd

Evaluate the complexity of the task assigned.

3rd

Adapt the correct leadership style

- Leadership style must correspond to the employee's development level and the task.

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4 Basic Leadership Styles

- S1 – Orders issued without explanations
- S2 – Explain what to do & why each step is important
- S3 – Provide encouragement, promote discussion, ask for contributions
- S4 – Delegate and leave them alone

4 Basic Leadership Styles

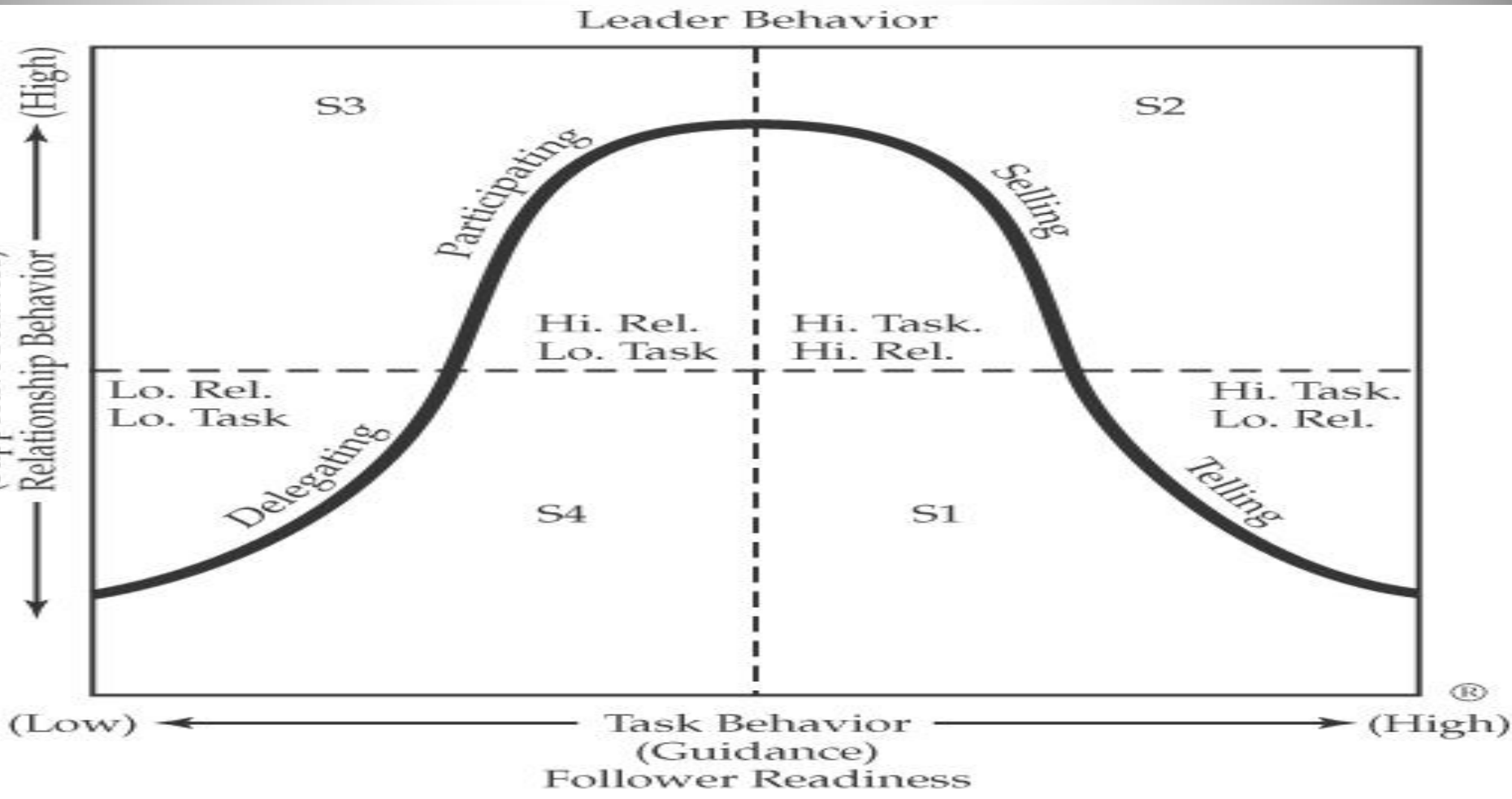
High Relationship Low Task S3	High Task High Relationship S 2
Low Relationship Low Task S 4	High Task Low Relationship S 1

Follower's Readiness

- The extent to which a follower has the ability and willingness to accomplish the task assigned.

Follower's Readiness

- **R1 – Unable & Unwilling**
- **R2 – Unable but Willing**
- **R3 – Able but Unwilling**
- **R4 – Able & Willing**



High	Moderate		Low
R4	R3	R2	R1
Able and Willing or Confident	Able but Unwilling or Insecure	Unable but Willing or Confident	Unable and Unwilling or Insecure
Follower Directed		Leader Directed	

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Situational Leadership

- **Leader flexibility.** Situational leadership stresses that effective leaders are those who can change their style based on task requirements and subordinate needs.
- **Differential treatment.** Situational leadership is based on the premise that leaders need to treat each subordinate according to his/her unique needs.