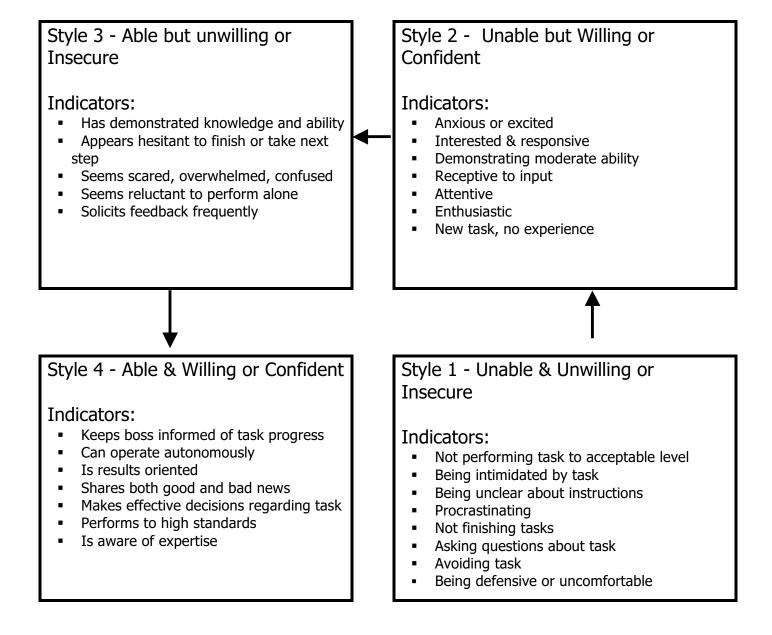
Situational Leadership

This is based on Management of Organizational Behavior, Hersey, Blanchard, Johnson

Assessing Readiness

You can assess the readiness of a person, team or organization to function in relationship to the unit's competence and commitment.



Leadership Style

The assumption of the theory is that if you fit your leadership style to the level of readiness you will get better results.

Style 3 - Involve the team in setting its direction and how to get there. Leader is an active participant in the team. The communication is among the team members.

Helps: Participates, encourages ideas and action, supports risk taking, actively listens, praises good work

Doesn't Help: Patronize, placate, pacify

Style 2 - Clarify what the direction is, who is responsible for what; give & take; decisions are explained; leader is the "hub".

Helps: Makes and explain decisions, persuade & sell, two-way communication, explores with team to clarify abilities, reinforces small improvements

Doesn't Help: Manipulate, preach, defend

Style 4 - Empowering the team to selfmanage itself. Within the overall organizational vision/plan, the team sets its goals, manages the task and its relationships. Leader facilitates as needed; connects team to the larger organization.

Helps: Delegating tasks, paying attention to the team and its work with only selective interventions, focus on and help team connect with the big picture/strategic issues, be available, reinforce results, etc.

Doesn't Help: Abandoning, dumping, avoiding, withdrawing

Style 1 - Define & Tell team what is to be done and how it will be done. Mostly one-way communication

Helps: Providing specific direction about the details of the task; make the decisions, provide close supervision and accountability, give directions step-by-step, keep it simple, mostly one way communications

Doesn't Help: Attacking, demeaning, demanding

People Development

The assumption is that you will most effectively develop people's commitment and competence by fitting you leadership style to the level of readiness. It doesn't empower or develop people by giving them more or less responsibility than they are ready to manage. It is a more likely to produce frustration and discouragement.