

# LEADERS PROGRAM

## Situational Leadership Quick-Reference Guide

### Four Leadership Styles

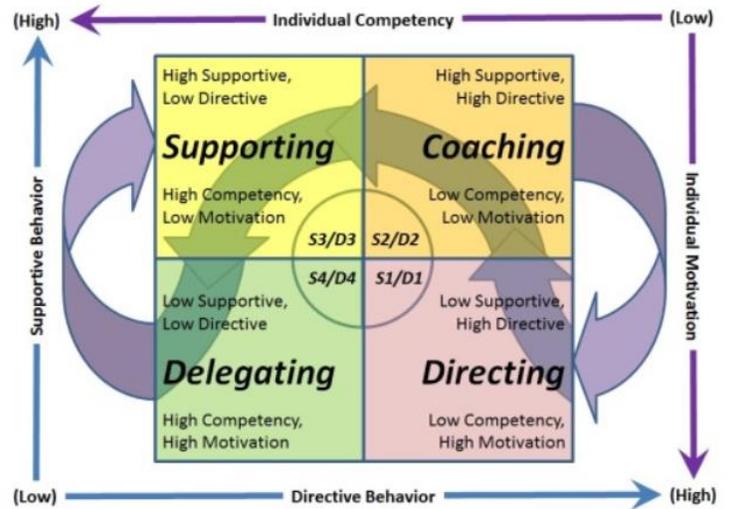
- S1 = Directing/Telling (High Directive, Low Supportive)
- S2 = Coaching/Selling (High Directive, High Supportive)
- S3 = Supporting/Participating (Low Directive, High Supportive)
- S4 = Delegating (Low Directive, Low Supportive)

### Four Development Levels

- D1 = Low Competence/High Motivation
- D2 = Low Competence/Low Motivation
- D3 = High Competence/Low Motivation
- D4 = High Competence/High Motivation

### Steps in the Situational Leadership Process

1. Identify the Employee's Task(s)
2. Diagnose the Readiness of the Employee
3. Decide the Matching Leadership Style for Each Task



### Descriptions of the Four Leadership Styles

#### Directing – Structure, Control, and Supervise and Supervise.

This leadership approach is most appropriate when the followers have low motivation and low ability for the task at hand. When the followers cannot do the job and are unwilling or afraid to try, then the leader must take a highly directive role. Directing requires those in charge to define the roles and tasks of the followers, and supervise them closely. Decisions are made by those in charge and communication is one-way. If the leader focused more on the relationship in this situation, the followers would become confused about what must be done and what is optional. Directing is often used when the issue is serious or comes with drastic consequences if not successful. The leader maintains a directive position to ensure all required actions are completed.

#### Coaching – Direct and Support.

This leadership approach is most appropriate when the followers have high willingness but low ability for the task at hand. Like Directing, Coaching still requires leaders to define roles and tasks clearly, but the leader seeks ideas and suggestions from the follower. Decisions remain the leader's prerogative, but communication is much more two-way. Followers needing coaching require direction and supervision because they are still relatively inexperienced, but they also need support and praise to build their self-esteem, and involvement in decision-making to restore their commitment. While Coaching, the leader spends time listening, advising, and helping the follower gain necessary skills in order to do the task autonomously next time.

**Supporting – Praise, Listen and Facilitate.**

This leadership approach is most appropriate when the followers have low willingness but high ability for the task at hand. Supportive leadership works when the follower can do the job, but is refusing to do it or showing a lack of commitment. The leader need not worry about showing them what to do, but instead should be concerned with finding out why the followers are refusing and work to persuade them to cooperate. The key to supportive leadership is motivating and building confidence in people! Clarification on the details of the process won't matter, as the follower already knows what to do but lacks the motivation to act. Supportive leadership involves listening, giving praise and making the followers feel good when they show the necessary commitments for success.

**Delegating – Turning Over Responsibility for Day-to-Day Decision-Making.**

This leadership approach is most appropriate when the followers have high willingness and high ability. Leaders should rely on delegating when the follower can do the job and is motivated to do it. There is a high amount of trust that the follower will do well, and the follower requires little supervision or support. Delegating still keeps the leader involved in the decisions and problem-solving, but execution is mostly in the hands of the followers. Because the follower has the most control, he is responsible for communicating information back up to the leader. Followers at this level have less need for support or frequent praise, although as with anyone, occasional recognition is always encouraged.