SITUATIONAL LEADERSHIP® - MANAGEMENT
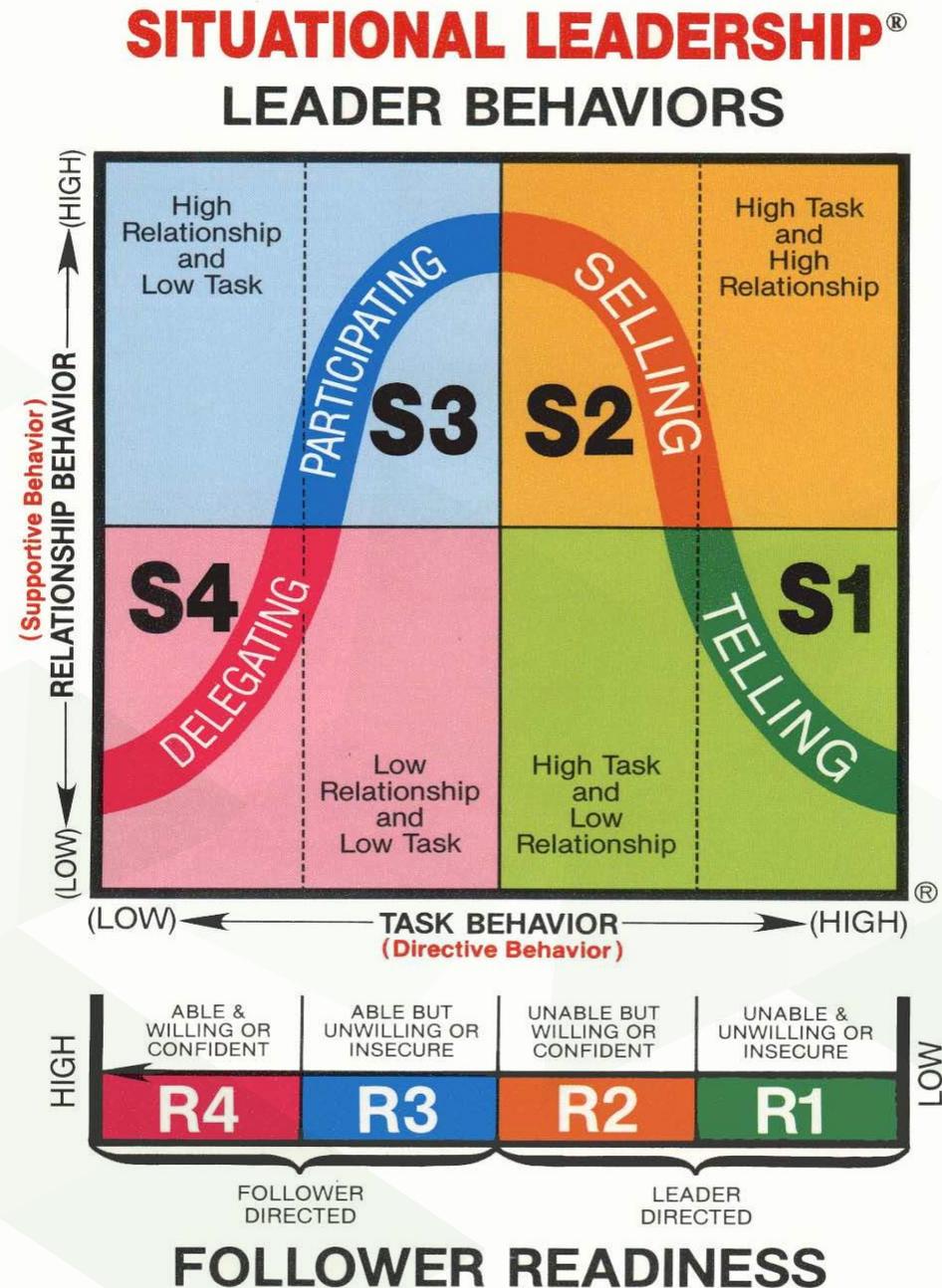
HOW TO USE THE SITUATIONAL LEADERSHIP® MODEL

In using Situational Leadership it is useful to keep in mind that there is no "one best way" to influence others. Rather, any Leader Behavior may be more or less effective depending on the Readiness of the person you are attempting to influence.

The following model provides a quick reference to assist in:-

01 Diagnosing the level of readiness.

02 Selecting high probability leadership styles.

03 Communicating styles to effectively influence behavior.

SITUATIONAL LEADERSHIP®
LEADER BEHAVIORS

(HIGH)
RELATIONSHIP BEHAVIOR
(Supportive Behavior)
(LOW)

High Relationship and Low Task — PARTICIPATING — **S3**
High Task and High Relationship — SELLING — **S2**
S4 — DELEGATING
S1 — TELLING
Low Relationship and Low Task
High Task and Low Relationship

(LOW) ◄——— TASK BEHAVIOR ———► (HIGH)
(Directive Behavior)

HIGH				LOW
ABLE & WILLING OR CONFIDENT	ABLE BUT UNWILLING OR INSECURE	UNABLE BUT WILLING OR CONFIDENT	UNABLE & UNWILLING OR INSECURE	
R4	**R3**	**R2**	**R1**	

FOLLOWER DIRECTED   LEADER DIRECTED

FOLLOWER READINESS

Task Behavior

The extent to which the leader engages in defining roles telling what, how, when, where, and if more than one person, who's to do what in:

- Goal-Setting
- Organizing
- Establishing Time lines
- Directing
- Controlling

Relationship Behavior

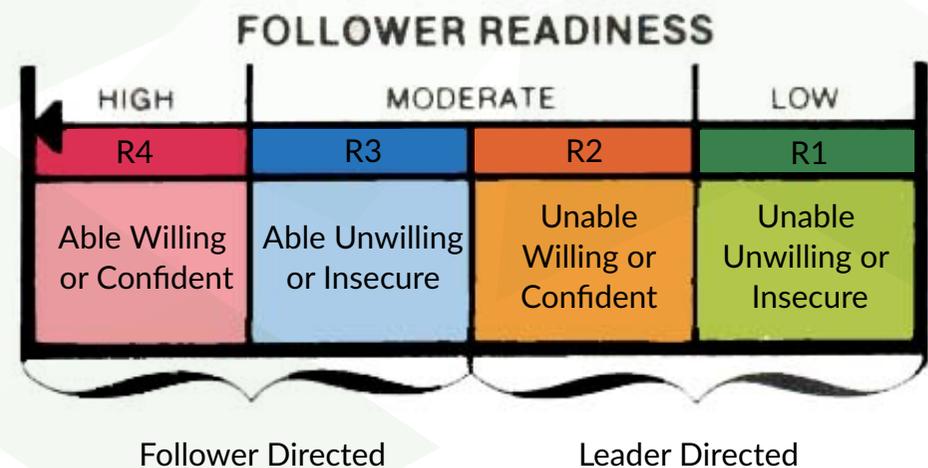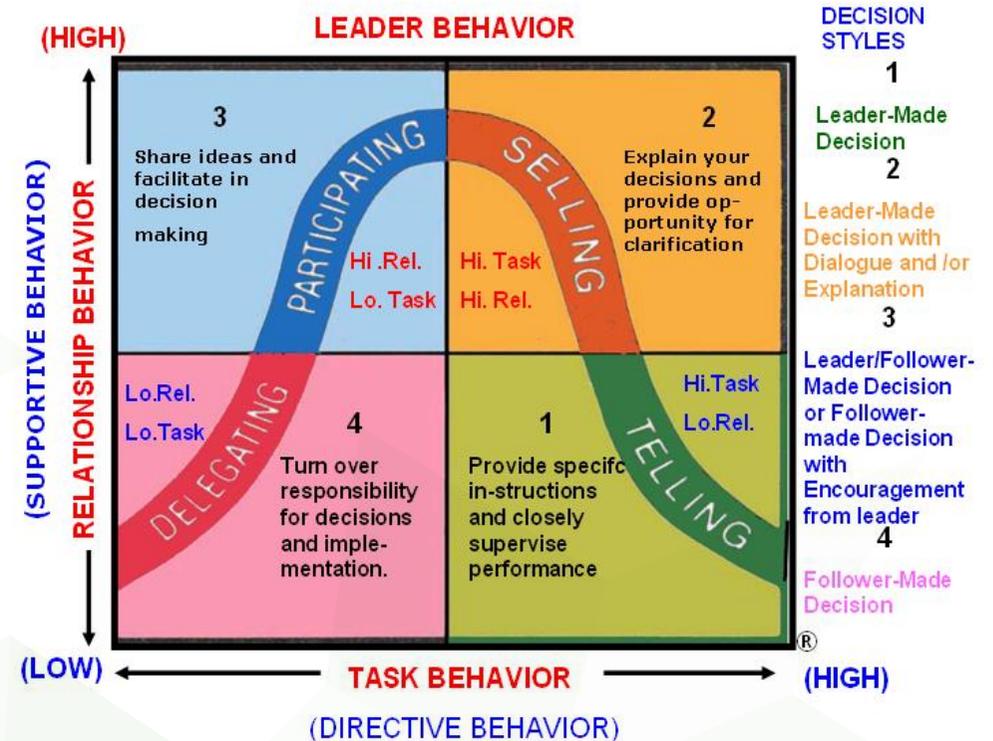The extent to which a leader engages in two-way communication :

- Giving Support
- Communicating
- Facilitating Interactions
- Active Listening
- Providing Feedback

Ability

Has the necessary knowledge, Experience, and skills.

Willingness

Has the necessary Confidence, Commitment, and Motivation.

When a leader behavior is used appropriately with its corresponding level of readiness, it is termed a High Probability Match.

The following descriptors can be useful when using Situational Leadership for specific applications:

S1	**S2**	**S3**	**S4**
Telling	Selling	Participating	Delegating
Guiding	Explaining	Encouraging	Observing
Directing	Clarifying	Collaborating	Monitoring
Establishing	Persuading	Committing	Fulfilling

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