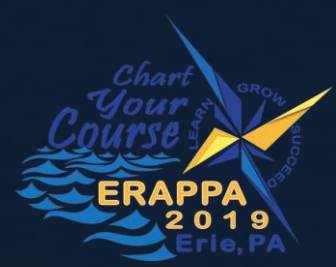


# Situational Leadership

*presented by*

*Gary Grandy*





Upon completion of this program you will be able to:

Increase your understanding of influence & Leadership Behavior

Develop basic skills that will help you match your leadership style to the needs of others

Understand how effective leaders match their leadership style to the needs of others

Use of the Situational Leadership model will improve your ability to achieve organizational goals

# LEADERSHIP STYLES

Autocratic - directive

Democratic - majority

Laissez-faire - consensus

# LEADERSHIP STYLES

- Autocratic Leadership
- Bureaucratic Leadership
- Charismatic Leadership
- Democratic Leadership or Participative Leadership
- Laissez-faire Leadership



# LEADERSHIP STYLES

- People-oriented Leadership or Relations-Oriented Leadership
- Servant Leadership
- Task-oriented Leadership
- Transactional Leadership
- Transformational Leadership



# AUTOCRATIC LEADERSHIP

- The classic and extreme form of leadership
- The leader has absolute power over his group
- Group members have little opportunity for making suggestions
- Most people tend to resent being treated like this
- Usually leads to high levels of absenteeism and turnover
- Can be effective where the advantages of control outweigh the disadvantages (military)



# BUREAUCRATIC LEADERSHIP

- “By the book”, ensure that their staff follow procedures exactly
- Appropriate style for work involving serious safety risks (military, working with machinery, with toxic substances or at heights)
- Appropriate style for work where large sums of money are involved (such as cash-handling)



# CHARISMATIC LEADERSHIP

- Leader injects huge doses of enthusiasm into his or her team
- Is very energetic in driving others forward
- Tends to believe more in him or herself than in their team
- To their followers, success is tied up with the presence of the charismatic leader
- Creates a risk that a project, or even an entire organization, might collapse if the leader were to leave



# DEMOCRATIC LEADERSHIP

- Invites other members of the team to contribute to the decision-making process
- Reserves the right to make the final decision
- Increases job satisfaction and helps to develop team member's skills
- This approach can take more time, but often the end result is better
- Most suitable where team-work is essential, and quality is more important than speed to market or productivity.



# LAISSEZ-FAIRE LEADERSHIP

- French phrase meaning “leave it be”
- Leader who leaves his or her colleagues to get on with their work
- Can be effective if the leader monitors what is being achieved and communicates this back to his or her team regularly
- Often works for teams of experienced and skilled self-starters
- Can also refer to situations where managers are not exerting sufficient control



# PEOPLE or RELATIONS - ORIENTED LEADERSHIP

- Leader is totally focused on organizing, supporting and developing the team
- It is the opposite of task-oriented leadership
- A participative style, it tends to lead to good teamwork and creative collaboration



# SERVANT LEADERSHIP

- Describes a leader who is often not formally recognized as such
- When someone leads by virtue of meeting the needs of the team he or she is described as a “servant leader”
- Effective in an environment in which leaders achieve power on the basis of their values and ideals
- Sometimes not appreciated in competitive leadership situations



# TASK-ORIENTED LEADERSHIP

- Focuses only on getting the job done, and can be quite autocratic
- Will actively define the work and the roles required, put structures in place, plans, organizes, and monitors
- Spare little thought for the well-being of their teams
- Suffers many of the flaws of autocratic leadership
- Difficulties in motivation and retention



# TRANSACTIONAL LEADERSHIP

- Team members agree to obey their leader totally when they take on a job
- The “transaction” is (usually) that the organization pays the team members in return for their effort and compliance
- Leader has the power to “punish” or “reward the team members
- Really more a way of managing than a true leadership style
- The focus is on short-term tasks
- Has serious limitations for knowledge-based or creative work
- Remains a common style in many organizations



# TRANSFORMATIONAL LEADERSHIP

- A true leader who inspires the team constantly with a shared vision of the future
- Highly visible, and spends a lot of time communicating
- Don't necessarily lead from the front, as they tend to delegate responsibility amongst their team
- Their enthusiasm is often infectious, but they generally need to be supported by “details people”



# SITUATIONAL LEADERSHIP

**1** Telling

**2** Selling

**3** Participating

**4** Directing

# Management vs. Leadership

- Leadership - occurs whenever one person attempts to influence the behavior of an individual, regardless of the reason
- Management – process of working with and through individuals to accomplish organizational goals
- Management **ALWAYS** involves Leadership



# Leadership Competencies

## ■ Diagnosing

- Cognitive Competence – understanding what the situation is now what it will be/can be in the future

## ■ Adapting

- Behavioral Competence – adapting actions and resources to close gap between current performance and ultimate objectives

## ■ Communicating

- Process Competence – conveying information so that followers can understand and accomplish the goal



# Leadership Skills

## ■ Technical

- Use of knowledge, methods, techniques and equipment necessary for specific tasks
- Acquired through experience, education, training

## ■ Human Skills

- Ability and judgment in working with and through people
- Understanding motivation sufficiently to influence others



# Leadership Skills (con.)

## ■ Conceptual Skills

- Planning – setting goals, objectives, “work maps”
- Organizing/Integrating Resources - people, capital, equipment – to effectively accomplish goals
- Controlling – providing feedback and adjusting processes to ensure outcomes



**Technical Skills**

**Human Skills**

**Conceptual Skills**

Technical Skills	Human Skills	Conceptual Skills
	<i>Executive</i>	
<i>Mid-Management</i>		
<i>Supervisory</i>		
<i>Nonsupervisory</i>		

# Bottom Line

## ■ Effective leadership

- Does not happen by accident but is the result of deliberate actions that can be learned
- Meets the needs of the followers
- Not based in technical knowledge but in facilitating knowledge, skill and experience, specifically the ability to diagnose, adapt and communicate
- Conceptual and human skills increase in importance as one moves up the continuum from non-supervisory to leadership positions



# Task Behavior

- **Leaders spells out the duties and responsibilities of the individual or the group**
  - Involves what to do, how to do it, when to do it, where to do it, and who is to do it
  - Involves one-way communication from the leader to the follower
- **Not concerned with the follower's feelings so much as directing them to achieve the goal**



# Relationship Behavior

- ◆ Extent to which the leader engages in two-way or multi-way communication
- ◆ Behaviors include listening, facilitating, and supporting
- ◆ High amount of relationship behavior is required when an impasse is reached in an assignment



# Situational Leadership - Basic Principles

## ■ Situation Leadership is an interplay among the -

- Amount of guidance and direction a leader provides = task behavior
- Amount of social-emotional support a leader provides = relationship behavior
- Readiness level of the follower in performing a specific task, function or objective

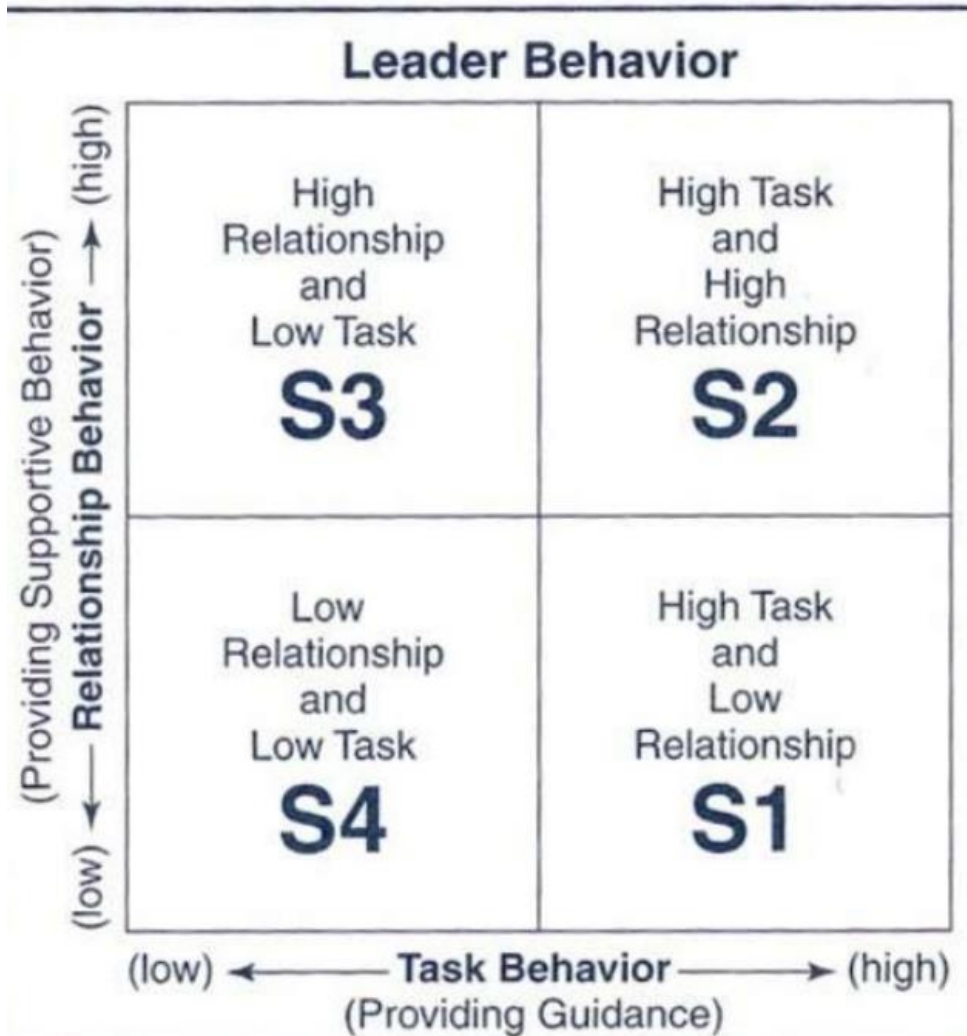


# Situational Leadership – Basic Principles

- Focus is on the behavior of the leader in relation to the followers – “followers are the most crucial factor in any leadership event” (Fillmore Sanford)
- No best way to influence people – leadership styles **MUST** change based on the readiness of the followers the leader is attempting to influence



# The Quadrant



# The Whole Point!

- **No one style is effective in all situations!**
- **Nomenclature – Task and Relationship behavior may not always be the appropriate or most comfortable terms based on setting**
  - Task behavior AKA “guidance” or “direction”
  - Relationship behavior AKA “supportive” or “facilitating”



# Diagnosis

- **Why is Diagnosis Important? - To maximize the leader-follower relationship, leaders**
  - Must determine
    - ◆ The task-specific outcomes followers are to accomplish
    - ◆ Both on an individual and group basis
  - Assess follower readiness and the specific leadership style required



# What is Readiness?

- **Readiness is NOT a personality trait**
- **Readiness IS a situational state**
  - Based on the task to accomplish
  - The motivation and expectancies of the follower
- **No connections between the readiness of the group and any of its individual members**



# Components of Readiness

## ■ Ability

- Knowledge: understanding of a task
- Skill: proficiency in a task
- Experience: ability gained from performing the task

## ■ Willingness

- Confidence: assurance in ability to perform the task
- Commitment: Duty to perform the task
- Motivation: desire to perform the task



# Willingness and Ability

## ■ Interacting Influence System

- A change in one will affect the other and the overall readiness of the whole
- Combinations can be arrayed along a continuum

Continuum of Follower Readiness

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



# R1 – Unable and Unwilling or Insecure

- Does not perform task to acceptable levels
- Unclear about direction
- Avoids task or “passes the buck”

Unable and Unwilling	Unable and Insecure
Defensive, argumentative	Body language signs of discomfort
Complaining	Confused
Resistant, performs only to exact request	Procrastinates with fear of failure



## R2 – Unable but Willing or Confident

- New task and with no experience
- Excited and enthusiastic, but anxious
- Interested , attentive and responsive, listening carefully
- Receptive to input and seeks clarity
- Accepts tasks and acts quickly
- Preoccupied with end results rather than incremental steps



# R3 – Able and Unwilling or Insecure

- Demonstrated knowledge and ability
- Appears hesitant or reluctant to finish or take next step

Able but Unwilling	Able but Insecure
Resistant	Questions own ability
Seeks reinforcement	Focuses on potential problems
Feels over-obligated or over-worked	Solicits frequent feedback
Concerned that assignment is punishment for past competence	Encourages leader to stay involved

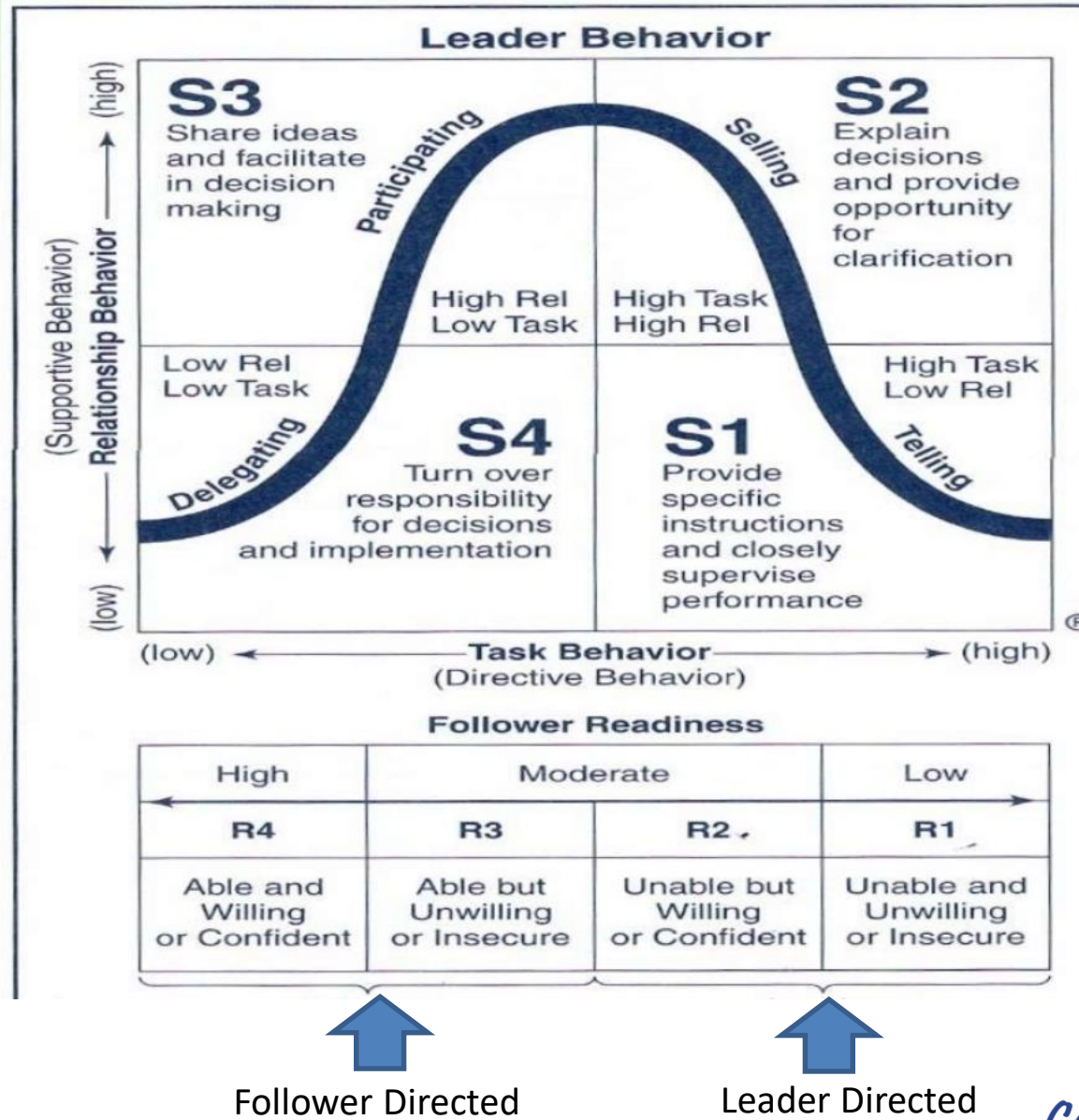


## R4 – Able and Willing or Confident

- Operates autonomously
- Results oriented and takes charge of tasks
- Makes effective decisions regarding tasks
- Keeps boss informed of progress
- Shares creative ideas and willing to help others
- Completes responsibilities on time or early
- Streamlines operations



# Matching Leadership Style To Readiness



# Probability of Success when Leader Style Mismatched to Follower Readiness

## ■ Things to Remember

- It is the follower who determines leadership behavior
- Changes in follower behavior **MUST** result in the leader reassessing and modifying his leadership style accordingly

Readiness	S1	S2	S3	S4
R1	High	Med. High	Med. Low	Low
R2	Med. High	High	Med. Low	Low
R3	Low	Med. High	High	Med. Low
R4	Low	Med. Low	Med. High	High

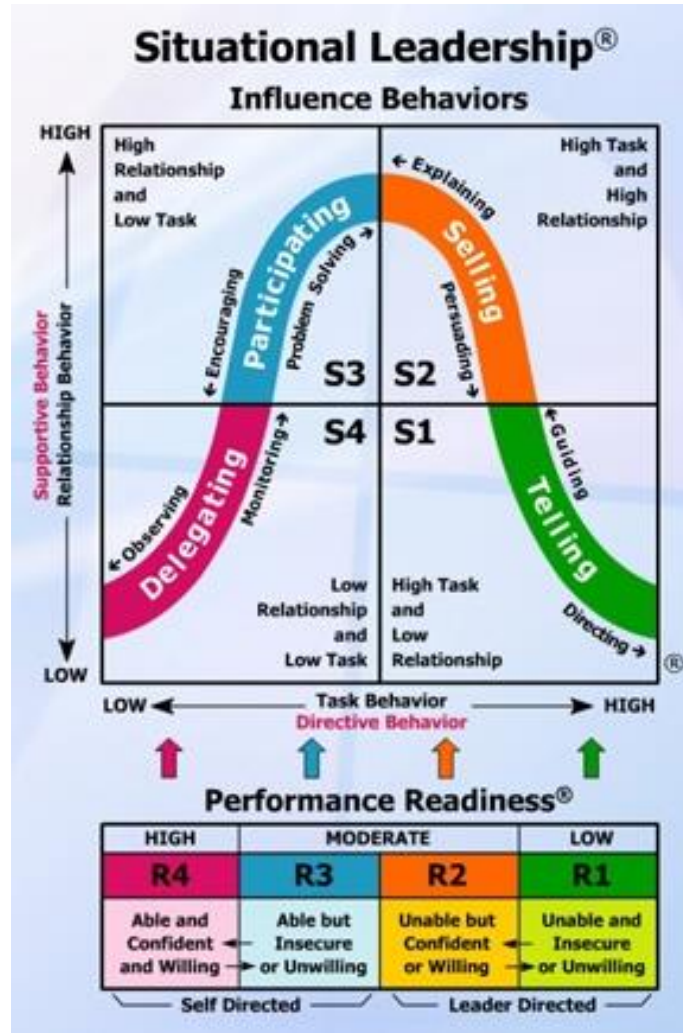


# Natural Style

- **The “natural” style of a leader is often the least effective**
- **Why?**
  - We tend to work more diligently and practice that which is not natural to us
  - We tend to pay more attention to the details
- **What does it mean if your natural style is not S4?**



# Putting It All Together





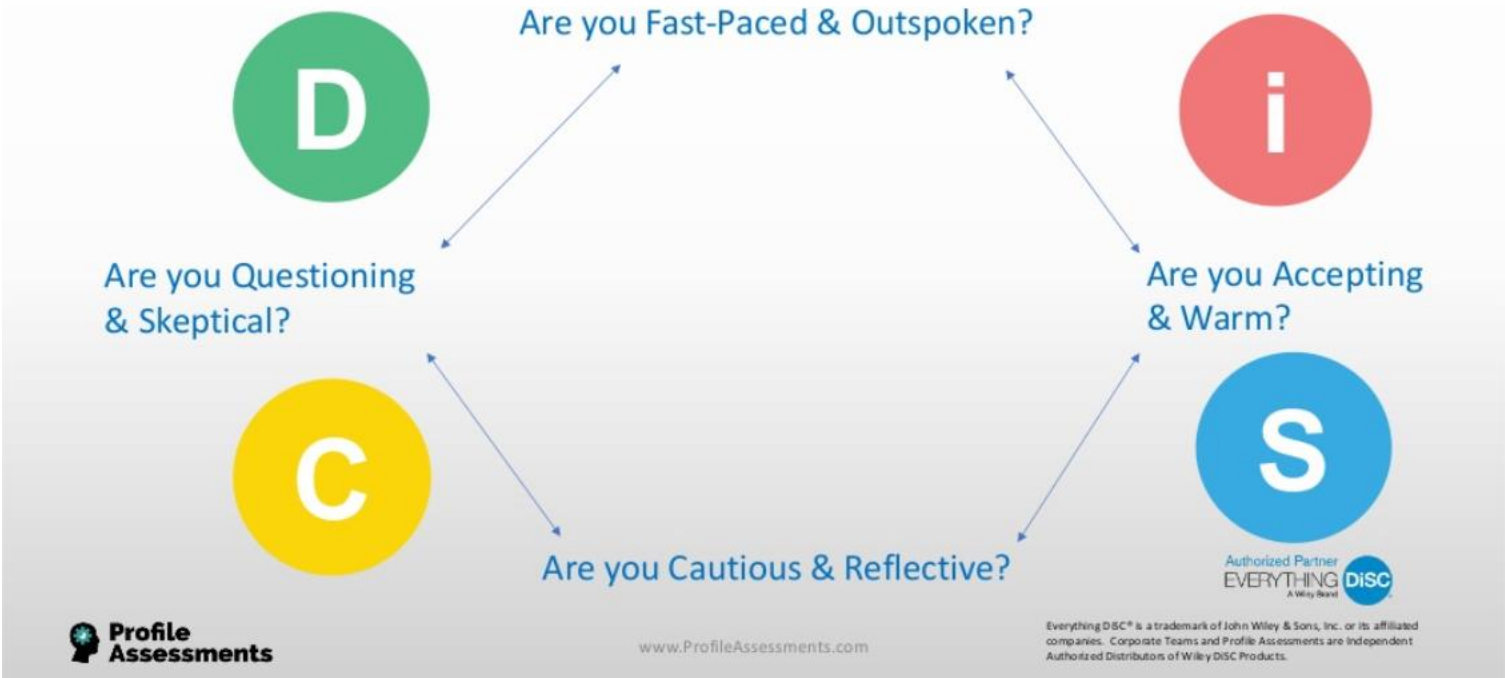
# Thank You

**Please don't forget  
to fill out the Survey.**

# Supplemental Information



# How to Find Your DiSC® Style

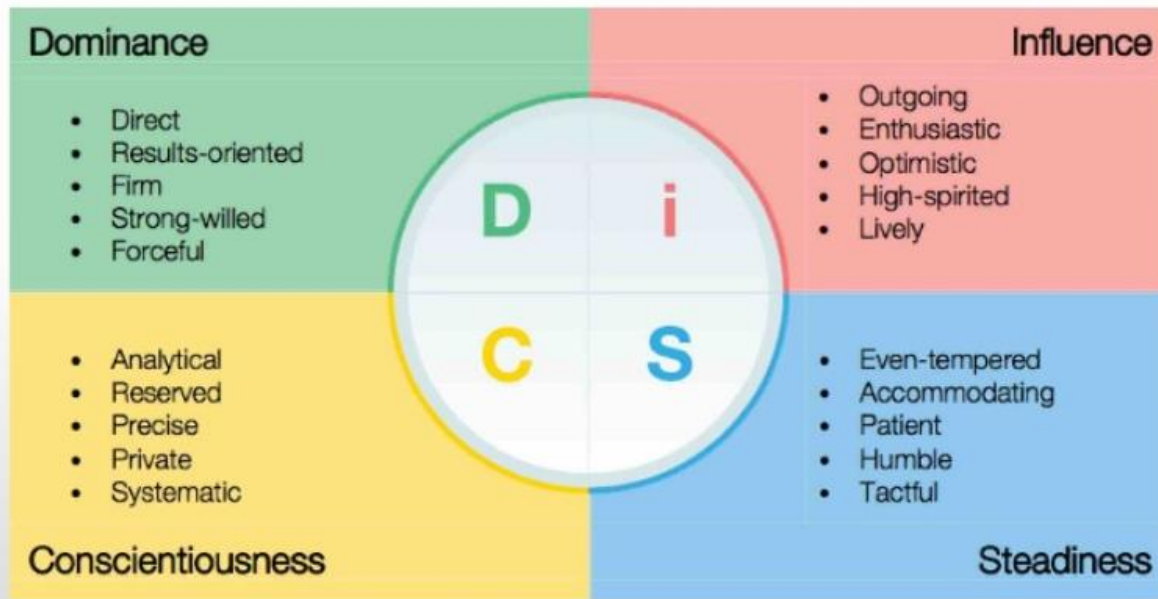


# Your DiSC® Style

- Increasing personal awareness helps you to become a more effective communicator with others
- Your style is influenced by life experiences, emotional intelligence, and education
- All DiSC styles are equally valuable and important to create balanced communications and teamwork
- Learning about DiSC styles can help you to increase your social awareness and recognize what is important to others

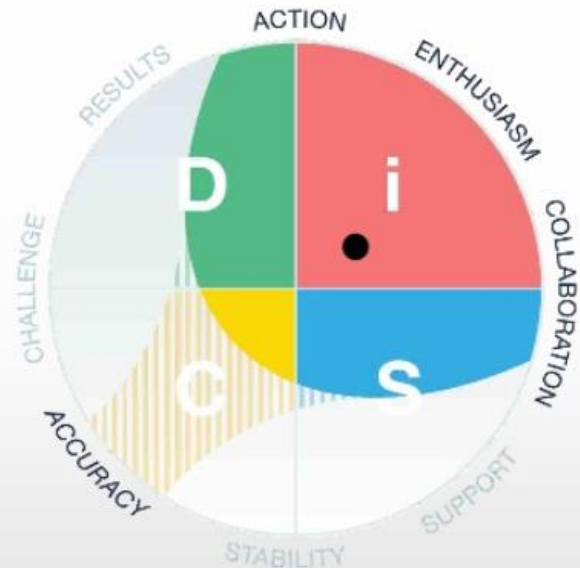


# Understanding DiSC® Styles



# Your DiSC® Priorities

- The eight words around the DiSC model identify DiSC priorities or the primary areas where people focus.
- Everyone has three priorities and sometimes people have four or five. Having five priorities is no better than having three.
- In this example, the dot is highlighted in the 'i' style with the priorities of: Action, Enthusiasm, and Collaboration.
- This example also shows a fourth priority of Accuracy which is generally associated with the 'C' style.
- This distinction is important as some behaviors may not be associated with just the 'i' style such as Accuracy.



# Understanding the D Style

## D = Dominance

### Priorities:

Immediate Results, Taking Action, Challenging Self & Others

### Motivated By:

Power and Authority, Competition, Winning, Success

### Fears:

Loss of Control, Being Taken Advantage Of, Vulnerability

### You Will Notice:

Self-Confidence, Directness, Forcefulness, Risk-Taking

### Limitations:

Lack of Concern for Others, Impatience, Insensitivity



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# Understanding the i Style

## i = Influence

### Priorities:

Expressing Enthusiasm, Taking Action, Encouraging Collaboration

### Motivated By:

Social Recognition, Group Activities, Friendly Relationships

### Fears:

Social Rejection, Disapproval, Loss of Influence, Being Ignored

### You Will Notice:

Charm, Enthusiasm, Sociability, Optimism, Talkativeness

### Limitations:

Impulsiveness, Disorganization, Lack of Follow-Through



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# Understanding the S Style

## S = Steadiness

### Priorities:

Giving Support, Maintaining Stability, Enjoying Collaboration

### Motivated By:

Stable Environments, Sincere Appreciation, Cooperation, Opportunities to Help

### Fears:

Loss of Stability, Change, Loss of Harmony, Offending Others

### You Will Notice:

Patience, Team Player, Calm Approach, Good Listener, Humility

### Limitations:

Overly Accommodating, Tendency to Avoid Change, Indecisiveness



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# Understanding the C Style

## C = Conscientiousness

### Priorities:

Immediate Results, Taking Action, Challenging Self & Others

### Motivated By:

Power and Authority, Competition, Winning, Success

### Fears:

Loss of Control, Being Taken Advantage Of, Vulnerability

### You Will Notice:

Self-Confidence, Directness, Forcefulness, Risk-Taking

### Limitations:

Lack of Concern for Others, Impatience, Insensitivity



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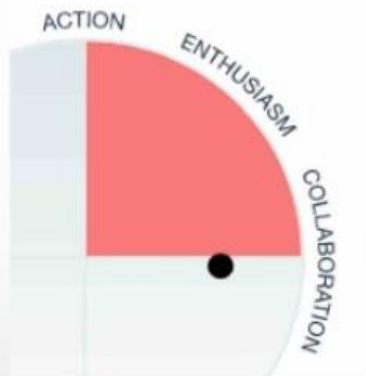
## Strategies to Increase Connection with D Style



### *When Trying to Connect*

- Move quickly to focus the discussion on the topic at hand
- Refrain from taking their bluntness personally
- Talk to them about the benefits of including others' ideas, but focus on bottom-line results
- Offer solutions and alternatives

## Strategies to Increase Connection with i Style



### *When Trying to Connect*

- Show them you're open to creative solutions
- Recognize their enthusiasm and high energy
- Take time to discuss alternatives
- Consider the impact of decisions on the team
- Meet in person when possible to talk through the possibilities

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## Strategies to Increase Connection with S Style



### *When Trying to Connect*

- Share what you're really thinking and let them know that you genuinely want to hear their opinions.
- Encourage to step out of comfort zones to take on new challenges
- Acknowledge risks but reinforce the positive elements of change

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## Strategies to increase connection with C style



### *When Trying to Connect*

- Respect their preference to work independently
- Highlight your shared desire for accuracy by focusing on the facts
- Back up your ideas with evidence
- Don't take their detachment personally

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