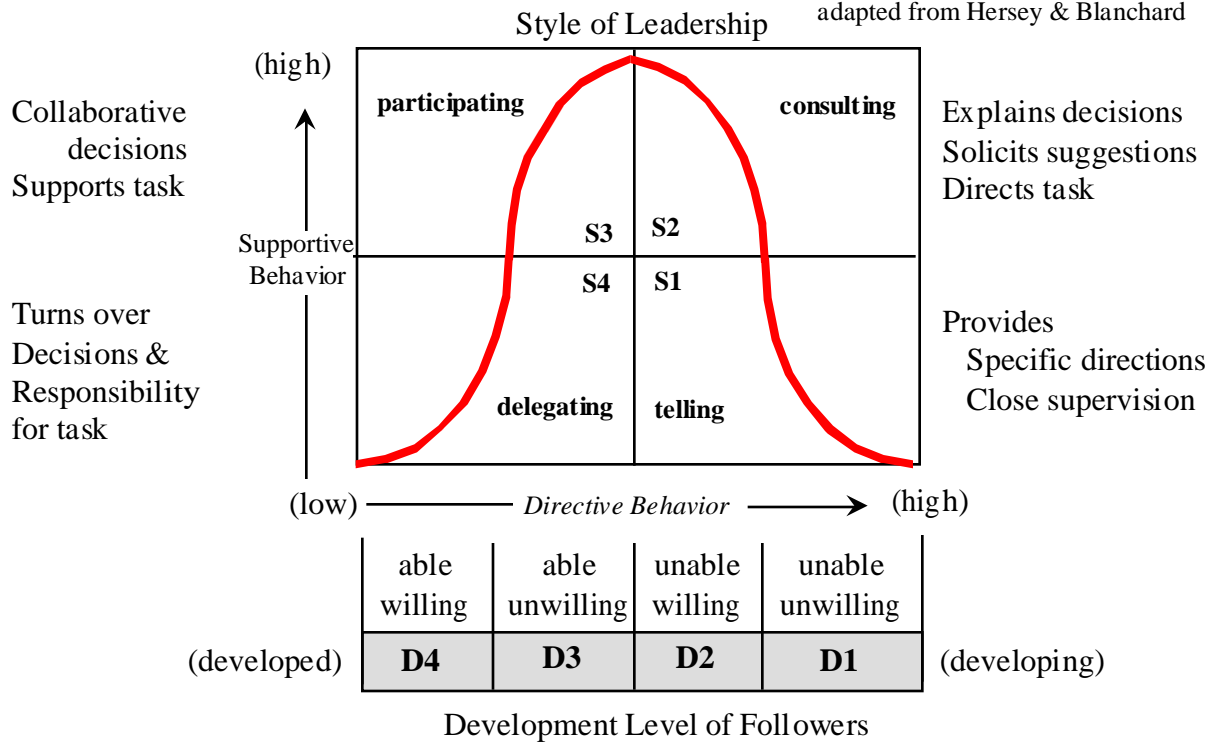


Situational Leadership

adapted from Hersey & Blanchard



HOW TO BE A SITUATIONAL LEADER

First: Determine **what responsibility** or task you want to focus on with this person or group.
Ask: “What responsibility or task do I want to influence?”

Second: Specify clearly the **level of performance** that you want this person or group to accomplish in this responsibility or task. Ask: “What constitutes good performance in this responsibility or task?”

Third: Determine the **development level** of the person in that task. Ask: “Is the person able and willing to perform at the desired level in this task?”

Development Level is:

Ability: “Does the person have the necessary knowledge and skill to perform at the desired level?”

Motivation: “Does the person have the necessary confidence and willingness to perform at the desired level?”

Fourth: Give the person or group the appropriate combination of **directive behavior** and **supportive behavior**. These combinations differ in three ways: 1) The amount of direction, 2) the amount of support and encouragement, and 3) the amount of follower involvement in decision making.

Directive Behavior is the extent to which a leader engages in one way communication; the leader spells out the follower(s) role and tells the follower(s) what to do, where to do it, when to do it, how to do it, and closely supervises performance.

Supportive Behavior is the extent to which a leader engages in two way communication; the leader listens, provides support and encouragement, facilitates interactions and involves the follower(s) in decision making.