






SITUATIONAL LEADERSHIP



Management & Leadership Development

- “Manage Well, Lead More”
- **Managing = organizing to achieve desired purposes – efficiently, effectively, creatively**
- **Leading = finding direction and purpose in the face of critical challenges**





SITUATIONAL LEADERSHIP

Is all about ...

“different strokes for different folks”



LEADERSHIP STYLE IS COMBINATION OF

DIRECTIVE BEHAVIOUR

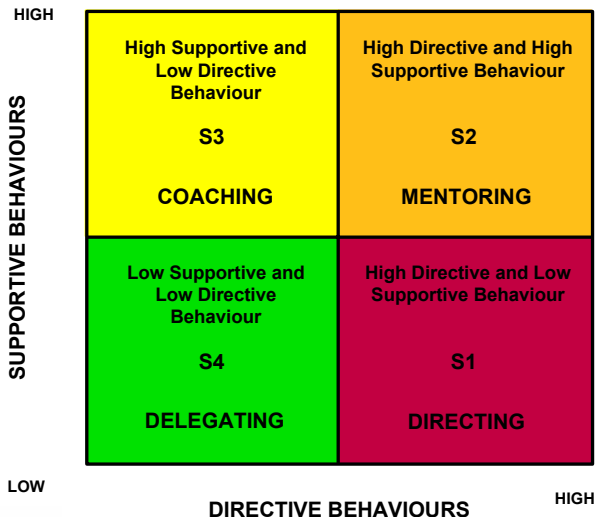
Involves: clearly telling people what to do, how to do it, where to do it, and when to do it, and then closely supervising their performance

SUPPORTIVE BEHAVIOUR

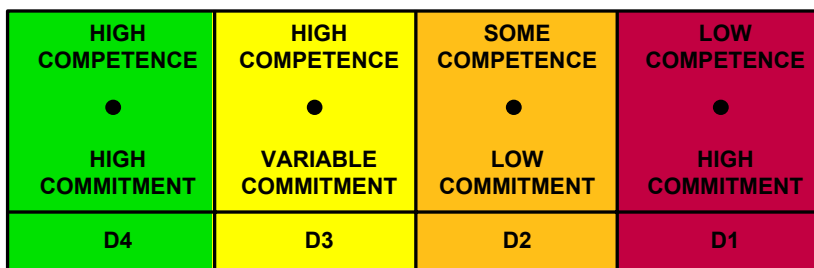
Involves: listening to people, providing support and encouragement for their efforts, and then facilitating their involvement in problem-solving and decision-making



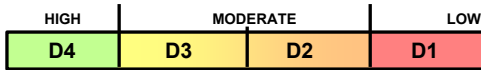
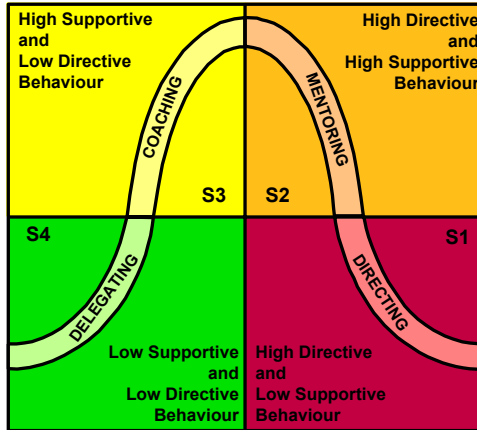
LEADERSHIP STYLES



FOUR DEVELOPMENT LEVELS

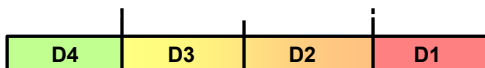
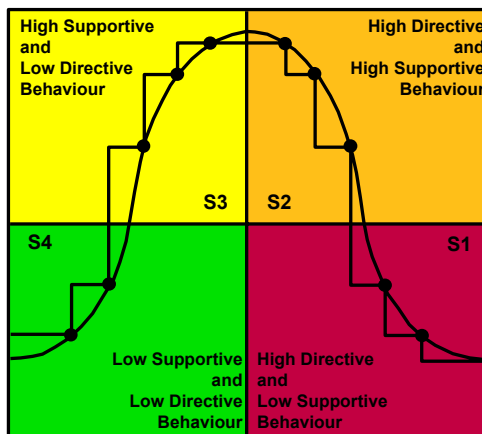


SITUATIONAL LEADERSHIP



DEVELOPMENT LEVEL OF FOLLOWER(S)

STYLE OF LEADER



DEVELOPMENT LEVEL OF FOLLOWER(S)



“DIRECTING”

Provides specific directions about roles and goals and closely tracks the employee’s performance in order to provide frequent feedback on results



“MENTORING”

The leader explains why, solicits suggestions, praises behaviours that are approximately right, highlights this learning and development and continues to direct performance



“COACHING”

The leader and the employee make decisions together. The role of the leader is to facilitate, listen, draw out, encourage, and lend support



“DELEGATING”

The leader empowers the employee to act independently with appropriate resources to get the job done



CONTRACTING:

Situational leadership is not something you do **to** people but something you do **with** people



SITUATIONAL LEADERSHIP: KEY SKILLS

- Diagnosis
- Flexibility
- Contracting