



**Supervisory Leadership Certificate Series: Session 8**

## SITUATIONAL LEADERSHIP II: A Developmental Model for Effectively Managing and Supervising Your Employees


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### TODAY'S PRESENTER




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His experience in HR management is in the public, private for-profit, and private non-profit sectors, having served in executive and other management positions. He received his BA in English Literature and Education at Bucknell University, and his EMBA & Ph.D. from the University of New Mexico. He is also a Lecturer on the faculty of the UNM Graduate School of Public Administration, teaching in the areas of human resource management, leadership, organizational behavior, strategy and change, and NPO management.


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### TODAY'S TOPICS AND AGENDA

**BLAKE-MOUTON MANAGEMENT GRID -  
Task<>People Focus**

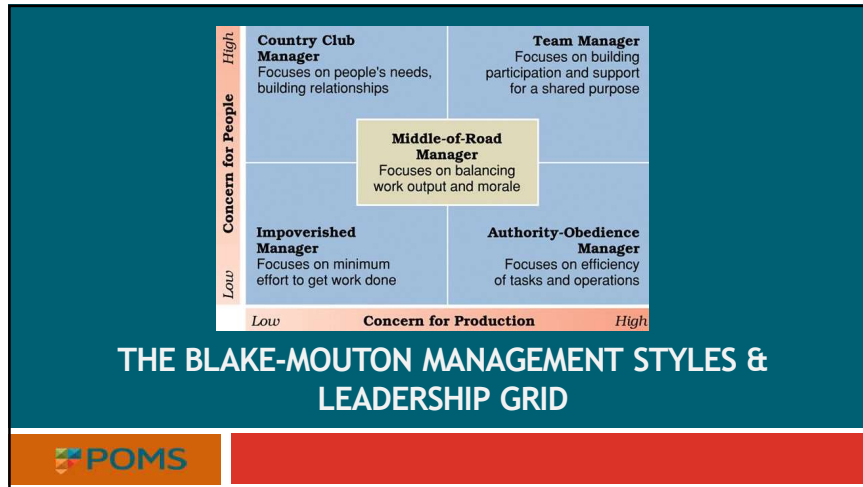
**THE SITUATIONAL APPROACH TO LEADERSHIP**

**SITUATIONAL LEADERSHIP STYLE SELF-ASSESSMENT**

**SITUATIONAL LEADERSHIP II MODEL - Test Your  
Knowledge**

**QUESTIONS**

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**POMS WHAT IS THE BLAKE MOUTON GRID?**

- The Blake Mouton Grid plots a manager’s or leader’s degree of task-centeredness versus their person-centeredness and identifies five different combinations of the two and the leadership styles they produce.
- The model is based on two behavioral dimensions:
  1. **Concern for People (Relationship-Motivated):** this is the degree to which a leader considers team members' needs, interests and areas of personal development when deciding how best to accomplish a task.
  2. **Concern for Results (Task Motivated):** this is the degree to which a leader emphasizes concrete objectives, organizational efficiency and high productivity

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**POMS WHAT IS THE BLAKE MOUTON GRID?**

<p><u><b>Task-Motivated</b></u></p> <ul style="list-style-type: none"> <li>• Draws self-esteem from task completion</li> <li>• Focuses on task first</li> <li>• Can be harsh with failing followers</li> <li>• Considers competence to be key employee trait</li> <li>• Enjoys details</li> </ul>	<p><u><b>Relationship-Motivated</b></u></p> <ul style="list-style-type: none"> <li>• Draws self-esteem from interpersonal relationships</li> <li>• Focuses on people first</li> <li>• Likes to please others</li> <li>• Considers loyalty to be key employee trait</li> <li>• Gets bored with details</li> </ul>
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**POMS WHAT IS THE BLAKE MOUTON GRID?**

1. **Impoverished Management - Low Results/Low People**
  - The Impoverished or "indifferent" manager is mostly ineffective. With a low regard for creating systems that get the job done, and with little interest in creating a satisfying or motivating team environment , this manager’s results are inevitably disorganization, dissatisfaction and disharmony. Working for this type of manager is disheartening and demoralizing.
2. **Authoritarian Produce-or-Perish Management - High Results/Low People**
  - Also known as "authoritarian" or "authority-compliance" managers, people in this category believe that their team members are simply a means to an end. The team’s needs are always secondary to its productivity.
  - This type of manager is autocratic, has strict work rules, policies and procedures, and can view punishment as an effective way of motivating team members. This approach can drive impressive production results at first, but low team morale and motivation will ultimately affect people’s performance, and this type of leader will struggle to retain high performers.

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**POMS WHAT IS THE BLAKE MOUTON GRID?**

**3. Middle-of-the-Road Management - *Medium Results/Medium People***

- A Middle-of-the-Road or "status quo" manager tries to balance results and people, but this strategy is not as effective as it may sound. Through continual compromise, they fail to inspire high performance and also fail to meet people's needs fully. The result is that their team will likely deliver only mediocre performance.

**4. Country Club Management - *High People/Low Results***

- The Country Club or "accommodating" style of manager is most concerned about their team members' needs and feelings. They assume that, as long as their people are happy and secure, they'll work hard.
- What tends to be the result is a work environment that is very relaxed and fun, but where productivity suffers because there is a lack of direction and control.

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**POMS WHAT IS THE BLAKE MOUTON GRID?**

**5. Team Management - *High Production/High People***

- According to the Blake Mouton model, Team Management is the most effective leadership style. It reflects a leader who is passionate about their work and who does the best they can for the people they work with.
- Team managers commit to their organization's goals and mission, motivate the people who report to them, and work hard to get people to stretch themselves to deliver great results.
- Team managers prioritize both the organization's production needs and their people's needs. They do this by making sure that their team members understand the organization's purpose, and by involving them in determining production needs.
- When people are committed to, and have a stake in, the organization's success, their needs and production needs coincide. This creates an environment based on trust and respect, which leads to high satisfaction, motivation and excellent results.

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**POMS APPLYING THE BLAKE MOUTON GRID**

**• Put the Grid in Context**

- The Team Management style is often the most effective approach ... but
- there are situations that call for more attention to one area than the other.
  - For example, if your company is in the middle of a merger or some other significant change, then it can be acceptable to place a higher emphasis on people than on production, to guide them and reassure them through a potentially difficult time.
  - Likewise, when faced with an emergency, an economic hardship, or a physical risk, concerns about people may be put to one side, for the short term at least, to achieve good results and efficiency.

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**POMS WHAT IS SITUATIONAL LEADERSHIP?**

- The Situational Leadership model, originally from Kenneth Blanchard and Paul Hersey, holds that:
  - Managers must use different leadership styles with their people, depending on their needs in a particular situation.
  - The model allows you to analyze the needs of the situation you're in, and then use the most appropriate leadership style to help people to be successful.
  - Depending on employees' competences in their task areas and commitment to their tasks, your leadership style will vary from situation to situation.
  - Your style may vary:
    - From one person to another, and
    - From task to task with the same person.

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**POMS WHAT IS SITUATIONAL LEADERSHIP?**

- Situational leadership styles are defined in terms of the amount of direction and of support that the leader gives to his or her followers, and so created a simple matrix as follows:



1. Telling / Directing
2. Selling / Coaching
3. Participating / Supporting
4. Delegating

- Effective leaders are versatile in being able to move around the matrix according to the situation, so there is no style that is always right. However, we tend to have a preferred style.

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**EXERCISE**

**SLII LEADERSHIP STYLE SELF-ASSESSMENT**

Complete the self-assessment and compile your results on the 3<sup>rd</sup> page. Instructions:

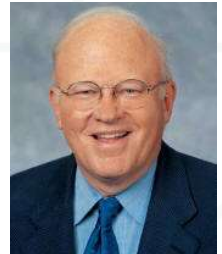
1. Read through the 12 Situations and then choose the response (only one) from the corresponding 'Alternative Actions' that you feel is the most characteristic of you.
2. In some cases, none of the responses may be appealing or characteristic of you. Nonetheless, please select the statement that you prefer or feel suits you best.

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**POMS REMEMBER:**

*Leadership is not something you do to people ... It's something you do with people.*

*It's the ability to reach a mutual understanding with each individual regarding the leadership style which most effectively meets the person's needs . . . in the specific situation!*



*Ken Blanchard*

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**POMS SITUATIONAL LEADERSHIP APPROACH**

- Leadership is a relationship between a leader and a follower
- Context is critical - the task, not the person
- Development (readiness) level of follower (four development levels) determines appropriate leadership behavior
  - Competence - Knowledge, Skills, Ability
  - Confidence to perform the task
  - Commitment and Motivation
- Leadership style is combination of two behaviors based on what the follower needs to be successful:
  - Task (or Directive) behaviors
  - Relationship (or Supportive) behaviors

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**POMS SITUATIONAL LEADERSHIP BEHAVIORS**

THE FOUR LEADERSHIP STYLES

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**POMS SITUATIONAL LEADERSHIP BEHAVIORS**

Supportive Behaviour ↑ HIGH  ↓ LOW	<b>S3-Supporting</b> Asking/listening Reassuring Facilitating self-reliant problem solving Collaborating Encouraging feedback Appreciating	<b>S2-Coaching</b> Exploring/asking Explaining/clarifying Redirecting Sharing feedback Encouraging Praising
	<b>S4-Delegating</b> Allowing/trusting Confirming Empowering Acknowledging Challenging	<b>S1-Directing</b> Defining Planning Orientating Teaching/showing & telling how Checking/monitoring Giving Feedback
	Directive Behaviour → LOW → HIGH	

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**POMS SITUATIONAL LEADERSHIP BEHAVIORS**

For a leader to be successful, they need to be adaptable, knowing when to use one of four task-based styles at any given moment.

1. **Telling/Directing.** Leadership must provide explicit direction and supervise work closely. Often used in managing new team members.
2. **Selling/Coaching.** Leadership has to persuade team members who have the ability but who might be unwilling or not motivated to take on the task.
3. **Participating/Supporting.** Emphasizes shared ideas and decisions. Effective in leading employees who, although experienced, might lack the confidence to complete assigned tasks.
4. **Delegating.** Allows teams to take responsibility for decisions. Characterized by the ability to delegate tasks to employees with a propensity for working independently. Leadership's guidance spurs a team or individual's maturity.

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**POMS SITUATIONAL LEADERSHIP BEHAVIORS**

**S1 - Telling / Directing - High directive focus, low relationship focus -**

- “Developing knowledge, skills, abilities”
- Leaders define the roles and tasks of the ‘follower’ and supervise them closely.
- Decisions are made by the leader and announced, so communication is largely one-way.
- For people who lack competence but are enthusiastic and committed.
- People who need direction and supervision to get them started.

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**POMS SITUATIONAL LEADERSHIP BEHAVIORS**

**S2 - Selling / Coaching - High directive focus, high relationship focus - “Coaching and encouraging”**

- Leaders still define roles and tasks but seeks ideas and suggestions from the follower.
- Decisions remain the leader’s prerogative, but communication is much more two-way.
- For people who have some competence but lack commitment.
- They need direction and supervision because they are still relatively inexperienced.
- They also need support and praise to build their self-esteem, and involvement in decision-making to restore their commitment.

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**POMS SITUATIONAL LEADERSHIP BEHAVIORS**

**S3 - Participating / Supporting - Low directive focus, high relationship focus -**

- “Encourage the Heart”
- Leaders pass day-to-day decisions, such as task allocation and processes, to the follower.
- The leader facilitates and takes part in decisions, but control is with the follower.
- For people who have competence but lack confidence or motivation.
- They do not need much direction because of their skills, but support is necessary to bolster their confidence and motivation.

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**POMS SITUATIONAL LEADERSHIP BEHAVIORS**

**S4 - Delegating - Low directive focus, low relationship focus - “Delegate and monitor”**

- Leaders are still involved in decisions and problem-solving, but control is with the follower.
- The follower decides when and how the leader will be involved.
- For people who have both competence and commitment.
- They are able and willing to work on a project by themselves with little supervision or support.

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**SITUATIONAL LEADERSHIP BEHAVIORS**

- Effective leaders are versatile in being able to move around the matrix according to the situation, so there is no style that is always right.
- However, we tend to have a preferred style, and in applying Situational Leadership you need to know which one that is for you.
- Likewise, the competence and commitment of the follower can also be distinguished in 4 quadrants.

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**DEVELOPMENT LEVELS OF FOLLOWERS**

- Leadership Style (S1 - S4) of the leader must correspond to the Development level (D1 - D4) of the follower - and it's the leader who adapts.
- By adopting the right style to suit the follower's development level, work gets done, relationships are built up, and most importantly, the follower's development level will rise to D4, to everyone's benefit.

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**DEVELOPMENT LEVELS OF FOLLOWERS**

Like the leadership styles, the development levels are also situational. A person could be skilled, competent and motivated for one part of their job but less so for another part of the job.

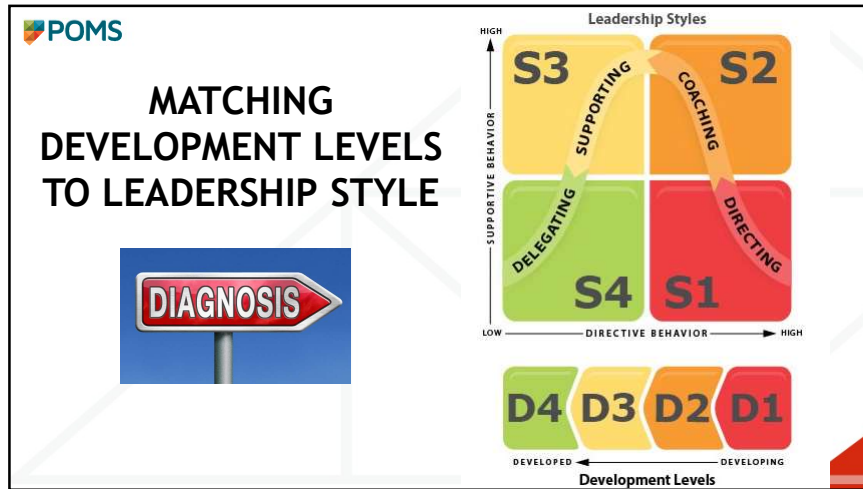
- D1 - Low Competence, High Commitment** - Generally lacking the specific skills required for the job in hand but has the confidence and / or motivation to tackle it.
- D2 - Some Competence, Low Commitment** - May have some relevant skills, but won't be able to do the job without help. The task or the situation may be new to them.
- D3 - High Competence, Variable Commitment** - Experienced and capable, but may lack the confidence to go it alone, or the motivation to do it well / quickly.
- D4 - High Competence, High Commitment** - Experienced at the job, and comfortable with their own ability to do it well. May even be more skilled than the leader.

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**DIAGNOSIS OF FOLLOWER DEVELOPMENT LEVELS**

D4 The Self-Reliant Achiever	D3 The Capable, but Cautious, Performer	D2 The Disillusioned Learner	D1 The Enthusiastic Beginner
<ul style="list-style-type: none"> <li>Recognized by others as an expert</li> <li>Consistently competent; justifiably confident</li> <li>Trusts own ability to work independently; self assured</li> <li>Inspired; inspires others</li> <li>Proactive; may be asked to do too much</li> </ul>	<ul style="list-style-type: none"> <li>Is generally self-directed but needs opportunities to test ideas with others</li> <li>Sometimes hesitant, unsure tentative</li> <li>Not always confident; self critical; may need help in looking at skills objectively</li> <li>Makes productive contributions</li> </ul>	<ul style="list-style-type: none"> <li>Has some knowledge and skills; not competent yet</li> <li>Frustrated; may be ready to quit</li> <li>Discouraged, overwhelmed, confused</li> <li>Developing and learning; needs reassurance that mistakes are the part of the learning process</li> <li>Unreliable, inconsistent</li> </ul>	<ul style="list-style-type: none"> <li>New to the task or goal; inexperienced</li> <li>Eager to learn; willing to take direction</li> <li>Enthusiastic, excited, optimistic</li> <li>Don't know what they don't know, so they may do the wrong thing</li> <li>Confidence based on hopes and transferable skills, not reality</li> </ul>

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- STEPS IN THE SITUATIONAL LEADERSHIP PROCESS**
1. Establish clear understanding of goals, objectives, tasks the employee is responsible for completing.
  2. Make an initial assessment (diagnosis) of the employee’s Development Level (competence and commitment / motivation) on each task they are responsible for (D1...D4)
  3. Make an initial determination of which leadership style (S1...S4) is appropriate for the employee’s Development level (D1...D4) for each task
  4. Discuss the situation with the employee to check your “diagnosis,” and to understand what they need from you
  5. Revise your diagnosis of Development Level and Leadership Style to fit the situation
  6. Make a joint plan
  7. Monitor, follow-up, check and modify or adapt as needed

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- KEY FACTORS IN THE SITUATIONAL LEADERSHIP PROCESS**
- 1. Consider the Relationship**
    - Leaders need to consider the relationship between the leaders and the members of the group.
    - Social and interpersonal factors can play a role in determining which approach is best.
      - For example, a group that lacks efficiency and productivity might benefit from a style that emphasizes order, rules, and clearly defined roles.
      - A productive group of highly skilled workers, on the other hand, might benefit from a more democratic style that allows group members to work independently and have input in organizational decisions.

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- KEY FACTORS IN THE SITUATIONAL LEADERSHIP PROCESS**
- 2. Consider the Task**
    - The leader needs to consider the task itself.
    - Tasks can range from simple to complex, but the leader needs to have a clear idea of exactly what the task entails in order to determine if it has been successfully and competently accomplished.
    - It is a common mistake for the leader to consider the person - for example:
      - A high performing employee may be assumed to be a high performer at any task assigned to them

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 KEY FACTORS IN THE SITUATIONAL LEADERSHIP PROCESS

**3. Consider the Level of Authority**

- The level of authority the leader has over group members should also be considered.
- Some leaders have power conferred by the position itself, such as the capacity to fire, hire, reward, or reprimand subordinates.
- Other leaders gain power through relationships with employees, often by gaining respect from them, offering support to them, and helping them feel included in the decision-making process.

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 KEY FACTORS IN THE SITUATIONAL LEADERSHIP PROCESS

**4. Consider the Level of Follower Development / Maturity with Respect to the Task**

- Leaders need to consider the level of development and maturity of each individual group member.
- The development/maturity level is a measure of an individual's ability to complete a task, as well as their commitment and willingness to complete the task.
- Assigning a job to a member who is willing but lacks the ability is a recipe for failure.
- Being able to pinpoint each employee's level of maturity allows the leader to choose the best leadership approach to help employees accomplish their goals.

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 CHARACTERISTICS OF EFFECTIVE SITUATIONAL LEADERS

- **Insight:** The situational leader must be able to understand the needs of the followers, then adjust his or her management style to meet those needs
- **Flexibility:** Situational leaders must be able to move seamlessly from one type of leadership style to another
- **Trust:** The leader must be able gain his or her followers' trust and confidence
- **Coach:** The situational leader must be able to evaluate the maturity and competence of the followers and then apply the right strategy to enhance the follower and their personal character.
  - The leader/coach will include encouragement and nurturing, which benefit not only the employee but also the task at hand.
  - A well-coached employee is bound to do a better job, and the situational leader fully understands this.

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 CHARACTERISTICS OF EFFECTIVE SITUATIONAL LEADERS

- **Giving Direction when appropriate.** Some teams or organizations require a high level of direction to be successful. A situational leader is effective in giving direction and providing constant supervision.
- **Flexibility.** Since a situational leader is constantly adjusting their leadership style to suit the current situation, they must be flexible and able to adapt on a regular basis.
- **Encourage participation.** Situational leaders will often encourage team members to become more self-reliant by promoting participation in decisions.
- **Delegation when appropriate.** A successful situational leader must be able to delegate tasks to those team members who can work independently. This is especially true as the leader's team becomes more mature under the leader's guidance.

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**POMS CHARACTERISTICS OF EFFECTIVE SITUATIONAL LEADERS**

- **Skilled at supervising.** Effective situational leaders can immediately recognize when they have to supervise and when they can comfortably step back. For example, with new team members just learning the ropes, the leader may have to provide constant supervision and specific instructions about business objectives and how they need to be accomplished.
- **Problem solving.** The situational leader must be able to solve problems, such as how to get a job done using the best leadership style available.
- **Full of integrity.** Leaders are thoughtful, big-picture thinkers. When they have to shift management styles per situation, they take into account the team members and their readiness level, an organization’s structure and culture, and the goals to be achieved.
- **Courageous.** Situational leaders have the maturity to take chances and thrive on adopting a variety of management styles when needed.

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**POMS THE GOLEMAN (EQ) THEORY OF SITUATIONAL LEADERSHIP**

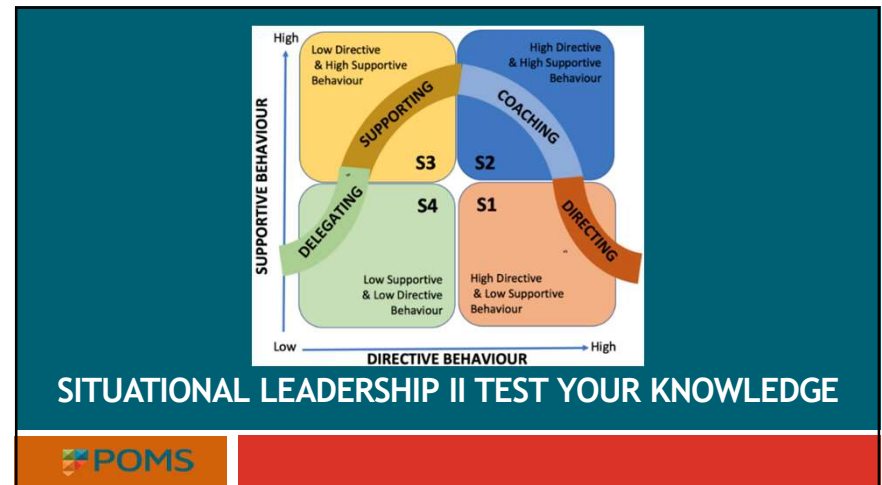
1. **Coaching leaders**, who work on an individual’s personal development as well as job-related skills. This style works best with people who know their limitations and are open to change.
2. **Pacesetter leaders**, who set very high expectations for their followers. This style works best with self-starters who are highly motivated. The leader leads by example. This style is used sparingly since it can lead to follower burnout.
3. **Democratic leaders**, who give followers a vote in almost all decisions. When used in optimal conditions, it can build flexibility and responsibility within the group. This style is, however, time consuming and is not the best style if deadlines are looming.

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**POMS THE GOLEMAN (EQ) THEORY OF SITUATIONAL LEADERSHIP**

4. **Affiliative leaders**, who put employees first. This style is used when morale is very low. The leader uses praise and helpfulness to build up the team’s confidence. This style may risk poor performance when team building is happening.
5. **Authoritative leaders**, who are very good at analyzing problems and identifying challenges. This style is good in an organization that is drifting aimlessly. This leader will allow his or her followers to help figure out how to solve a problem.
6. **Coercive leaders**, who tell their subordinates what to do. They have a very clear vision of the endgame and how to reach it. This style is good in disasters or if an organization requires a total overhaul.

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## EXERCISE

SLII LEADERSHIP STYLE CASE SCENARIOS

**Instructions:**

1. We will do the last (#10) scenario together before going into breakout groups
2. There are nine remaining scenarios - each group will look at one scenario:
  - Groups 1 – 9 will look at the same numbered case as the group number;
  - Group 10 will look at case 1, Group 11 will look at case 2, Group 12 will look at case 13, and so on.
3. Identify what you think is the best response and be prepared to discuss when we get back together


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### STEPS IN THE SITUATIONAL LEADERSHIP PROCESS

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7. Monitor, follow-up, check and modify or adapt as needed

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### SCENARIO 10

Your department has been successful in achieving its goals. Department members have worked well together with little need for your intervention. However, conflict is escalating among department members. What would you do?

- A. Quickly and firmly correct the situation.
- B. Listen to your employees and then implement your own plan.
- C. Discuss the conflict openly with your department members and encourage them to resolve the situation.
- D. Observe, but do not intervene.

Development Level: \_\_\_\_\_ Action: \_\_\_\_\_

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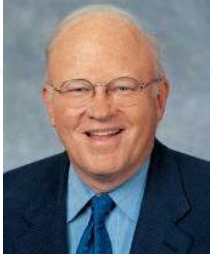


### REMEMBER:

Everyone has peak performance potential.


You just need to know where they're coming from and meet them there.

Then, give them what they need so they can achieve peak performance!




*Ken Blanchard*

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 Excellence is not about being better than anyone else ...

It's about being better than you were yesterday.



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**YOU MUST CHOOSE...**


**BUT CHOOSE WISELY**

**YOU MAKE THE CHOICE TO BE A LEADER**






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 **QUESTIONS**


- This is the chance to address issues that may not have been covered to your satisfaction; or
  - To expand a point; or
  - To clarify a point.
- If there are any further questions which we were not able to get to today, please feel free to contact the instructor(s).



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