




Situational Leadership Styles

Presented by: Jay Otto
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“There is nothing
so unequal as
the equal
treatment of
unequals.”



Situational Leadership Styles

Overview

- Four Development Levels
- Four Leadership Styles
- Playing with It
- Applying within Extension



Development Levels

Two – Dimensions

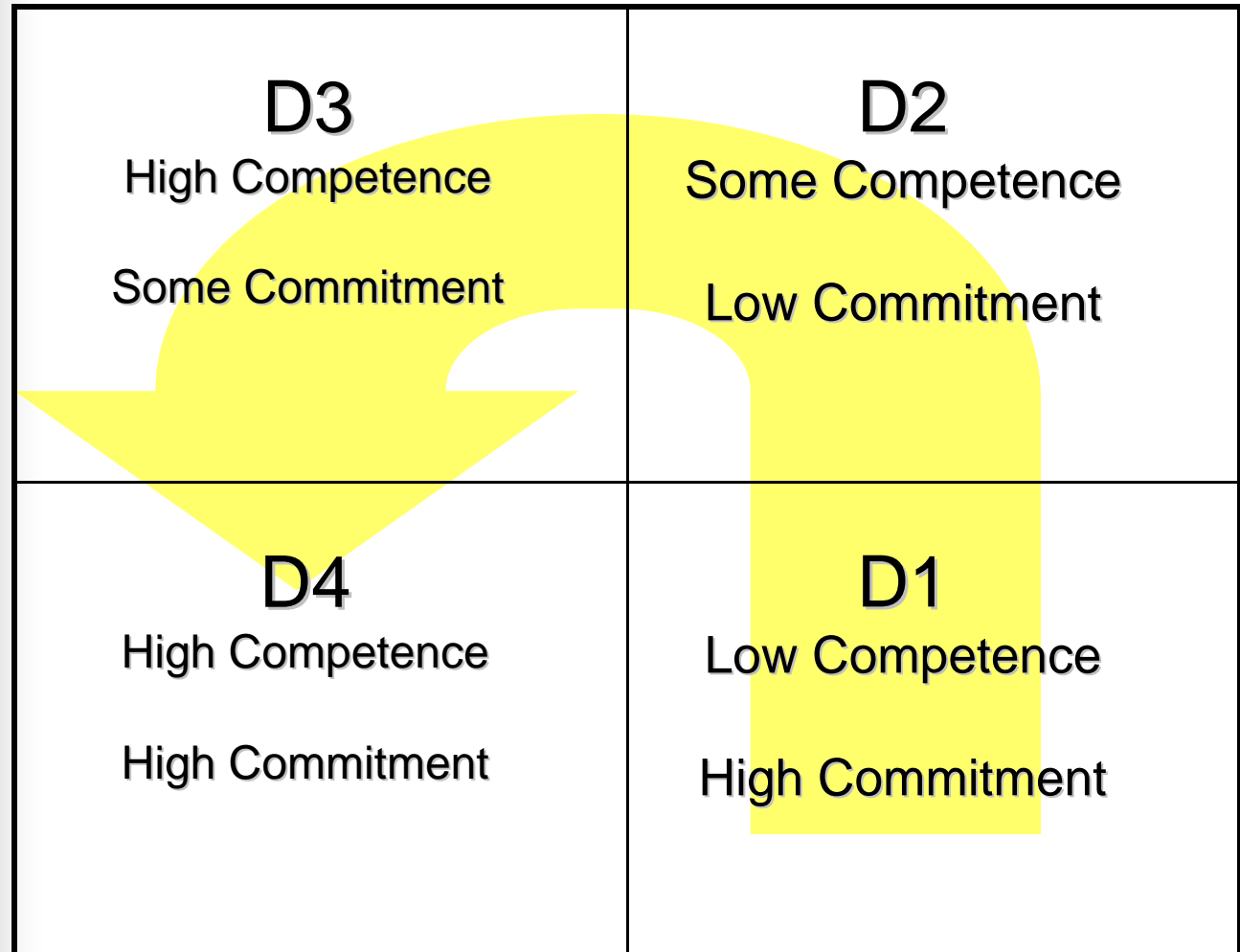
■ Competence

- The skills and knowledge to complete the task or assignment

■ Commitment

- A combination of confidence and motivation

Four Development Levels

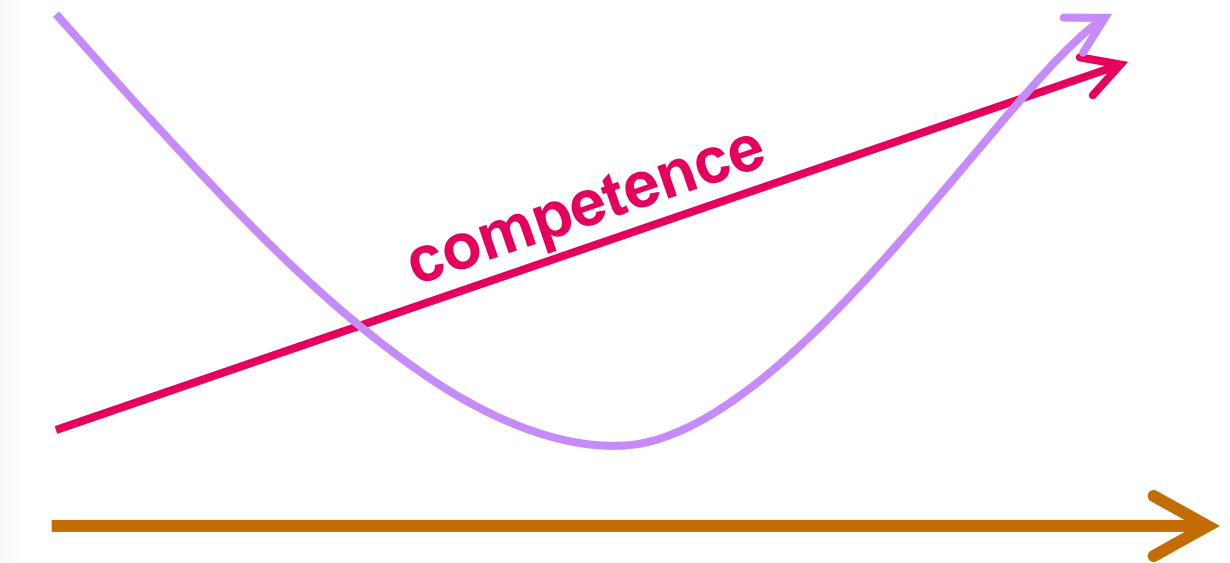


Development over Time

commitment

competence

Time





Four Leadership Styles

Two – Dimensions

■ Directive Behavior

- 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 Behavior

- Listening to people, providing support and encouragement, and then facilitating their involvement in problem-solving and decision-making.



Four Leadership Styles

<p>High Supportive and Low Directive Behavior S3</p> <p>SUPPORTING</p>	<p>High Directive and High Supportive Behavior S2</p> <p>COACHING</p>
<p>Low Supportive and Low Directive Behavior S4</p> <p>DELEGATING</p>	<p>High Directive and Low Supportive Behavior S1</p> <p>DIRECTING</p>



Putting it all Together

5-Step Process for Situational Leadership

1. Training on Situational Leadership

“Situational Leadership is **not** something you do **TO** people, but something you do **WITH** people.”



2. Set Goals



Questions

1. What area of responsibility or goal do I want to influence?
2. How will I know the job is being done (i.e., measures)?
3. What constitutes good performance on this goal (i.e., standards)?

Need agreement with person performing the task.

3. Assess Development Level

Need agreement with person performing the task.



Low Competence	Some Competence	High Competence	High Competence
High Commitment	Low Commitment	Variable Commitment	High Commitment
D1	D2	D3	D4

4. Select Leadership Style

Need agreement with person performing the task.



Directing

S1

Coaching

S2

Supporting

S3

Delegating

S4

Low
Competence

High
Commitment

D1

Some
Competence

Low
Commitment

D2

High
Competence

Variable
Commitment

D3

High
Competence

High
Commitment

D4

5. Deliver



Good Performance

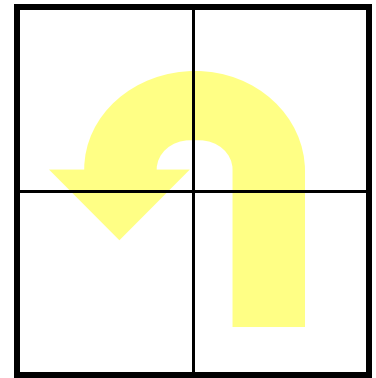
More Support, Less Direction

Directing to Coaching
Coaching to Supporting

eventually,

Less Support

Supporting to Delegating



4. Deliver



Poor Performance

More Support

Delegating to Supporting

or

More Direction

Supporting to Coaching

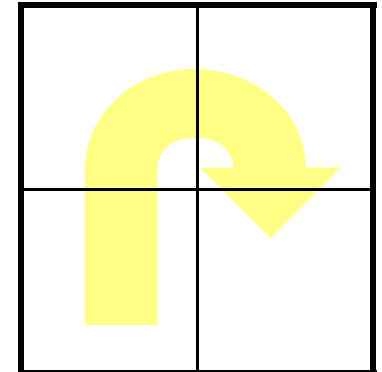
or

Less Support

Coaching to Directing

or

Start over with Goals





Review the Process

Step 1. Training

Step 2. Set Goals

- goals, measures, standards

Step 3. Assess Development Level

Step 4. Select Leadership Style

Step 5. Deliver



About the clickers

your clicker number

Enter the LETTER for
your answer, then press
the SEND button

on / off button





Fairness

Q1. Is it FAIR to treat people differently?

A – Yes

B – No

C – Don't Know



True Colors

Q2. From the perspective of the leader, which **COLOR** likes this approach the **most**?

- A – Gold
- B – Blue
- C – Orange
- D – Green



True Colors

Q3. From the perspective of the leader, which COLOR likes this approach the least?

- A – Gold
- B – Blue
- C – Orange
- D – Green



Generational Differences

Q4. Does Situational Leadership **help** or **hinder** generational differences in the workplace?

A – Help

B – Hinder

C – Don't Know





Break





Review the Process

Step 1. Training on Situational Leadership

Step 2. Set Goals

- goals, measures, standards

Step 3. Assess Development Level

Step 4. Select Leadership Style

Step 5. Deliver

Leadership Styles

Q5. Which leadership style is the **easiest** for you?

- A – Directing
- B – Coaching
- C – Supporting
- D – Delegating





Leadership Styles

Q6. Which leadership style is the **hardest** for you?

- A – Directing
- B – Coaching
- C – Supporting
- D – Delegating





Volunteers

Q7. Does situational leadership apply to working with volunteers?

A – yes



B – no

C – not sure





Q8. When might you use this...

- 
- A. Assoc./Educator/Coor. – Staff
 - B. Assoc./Educator/Coor. – Volunteer
 - C. Extension Team – New Member
 - D. Community Committee
 - E. I would not use
- 





Review in a Context

Step 1. Training on Leadership Process

Step 2. Set Goals

- goals, measures, standards

Step 3. Assess Development Level

Step 4. Select Leadership Style

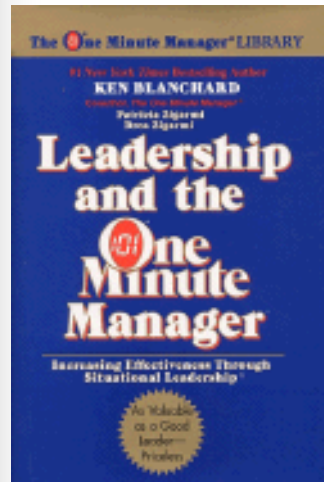
Step 5. Deliver

Conclusion

- Strong leadership requires using different styles in different situations
- People behave and perform differently in different situations



Suggested Reading



Leadership and the One Minute Manager

by Kenneth Blanchard,
Patricia Zigarmi, and
Drea Zigarmi.



Clickers

E-Instruction

www.einstruction.com



Google "campus clicker system"

