

The Challenge of Leadership – Situationally & Significantly



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Learning Objectives

- Identify the 4 quadrants of situational leadership.
- Evaluate the development level (competence and commitment) of employees in order to determine an appropriate supervisory style.
- Understand factors that are important in effective decision-making and how they can be applied situationally.
- Recognize how applying 5 leadership practices (modeling, inspiring, challenging, enabling, and encouraging) positively impacts the performance of employees.
- Understand the qualities that employees want in their leaders (honesty, competence, forward thinking, inspiration, credibility).

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Leader Responsibilities



COACH
BUSINESS ANALYZER
BARRIER BUSTER
FACILITATOR
ADVOCATE
LIVING EXAMPLE



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Situational Leadership

- There is no one best leadership style
- Different strokes for different folks
- Different strokes for the same folks, at different times, **SITUATIONALLY DEPENDENT**
- Successful leaders are able to adapt their style to fit the requirements of the situation



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Situational Leadership (cont.)

- Successful leaders need to know when to use which style
- Many factors influence what style the leader chooses:
 - timelines
 - tasks
 - organizational climate/culture
 - skills
 - expectations
- KEY FACTOR - deciding what style to use – based on DEVELOPMENTAL LEVEL of the follower

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Situational Leadership

(High Relationship/Low Task)

participating/supporting

(High Task/High Relationship)

selling/coaching

(Low Relationship/Low Task)

delegating/delegating

(High Task/Low Relationship)

telling/directing

Source
Blanchard & Hersey

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Situational Leadership II

Ken Blanchard



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Situational Leadership Development Level

- Style of leadership depends on the **SKILLS** and **COMMITMENT** of the follower
- Development Level – **competence** and **commitment**
 - **Competence** - knowledge or skills gained from education, training, and/or experience
 - **Commitment** - combination of confidence and motivation
 - **confidence** – measure of one's self-assuredness
 - **motivation** – Interest and enthusiasm in doing a task

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

Developing —————> Developed
 Enthusiastic Beginner Disillusioned Learner Reluctant Contributor Peak Performer

Development level is a TASK SPECIFIC concept

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Situational Leadership Leadership Style and Developmental Level

- **Directing**
 - is for **low development level**
 - people are high on commitment, low on competence
 - people are excited to get started and learn
 - leaders provide specific direction, close supervision
 - **ENTHUSIASTIC BEGINNER**
- **Coaching**
 - **low to moderate development level**
 - people have some competence but lack commitment to take responsibility
 - leader provides direction (because of lack of competence)
 - leader provides support (builds confidence/enthusiasm in individuals)
 - **DISILLUSIONED LEARNER**

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Situational Leadership Leadership Style and Developmental Level -cont-

- **Supporting**
 - **moderate to high development level**
 - people are competent, but have variable commitment toward the assigned task
 - variable commitment may be related to lack of confidence, insecurity or lack of motivation
 - leader needs to actively listen and facilitate
 - **RELUCTANT CONTRIBUTOR**
- **Delegating**
 - **high development level on a particular task**
 - responsibility for carrying out plans is delegated to experienced followers
 - followers "run" the show
 - followers are professionally mature
 - **PEAK PERFORMER**

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SITUATIONAL LEADERSHIP SCENARIO



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Leadership is in the Eye of the Follower

According to research data, what are the 5 characteristics that employees and others admire most in their leaders

- HONESTY
- COMPETENCE
- BEING FORWARD THINKING
- INSPIRATIONAL
- CREDIBILITY

Source
The Leadership Challenge
James M. Kouzes
Barry Posner

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“ Too many leaders act as if the sheep... their people... are
there for the benefit of the shepherd, not that the
shepherd has responsibility for the sheep.”

- Ken Blanchard

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THE LEADERSHIP CHALLENGE

5 Fundamental Practices of Leadership

C_____ the process (9)

I _____ a shared vision (7)

E _____ others to act (6)

M _____ the way (5)

E _____ the heart (9)

Source
The Leadership Challenge
James M. Kouzes
Barry Posner

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THE LEADERSHIP CHALLENGE

5 Fundamental Practices of Leadership

Challenge the Process

- Search out opportunities to grow
- Experiment
- Take strategic risks
- Learn from mistakes

Inspire a Shared Vision

- Envision the future
- Enlist others – appeal to their values, interests, dreams

Enable others to Act

- Promote cooperative/collaborative goals
- Strengthen people – give power away, provide choice, offer support

Model the Way

- Set the example
- Walk your talk

Encourage the Heart

- Recognize contributions
- Celebrate successes

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“A true leader is not the one with the most followers,
but one who creates the most leaders.”



Neale Donald Walsh

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