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The Challenge of Leadership Using a Situational Approach

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Land Acknowledgment

We would like to acknowledge that the land on which this session is being presented is on the traditional territory of the **Chumash** Peoples. We pay respect to Chumash Peoples past, present, and future and their continuing presence in the homeland and throughout the Chumash diaspora.



Learning Objectives

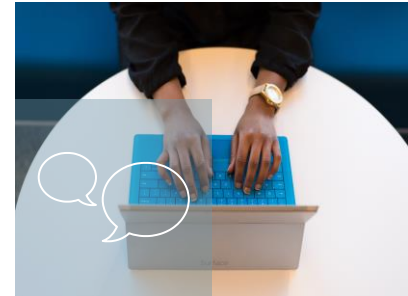
- Identify the **4 quadrants** of situational leadership.
- Evaluate the **development level** (competence and commitment) of employees in order to determine an **appropriate supervisory style**.
- Understand factors that are important in **effective decision-making** and how they can be **applied situationally**.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



Michael Jr: Know Your *Why*



<https://www.youtube.com/watch?v=1yfB8TrkTo>

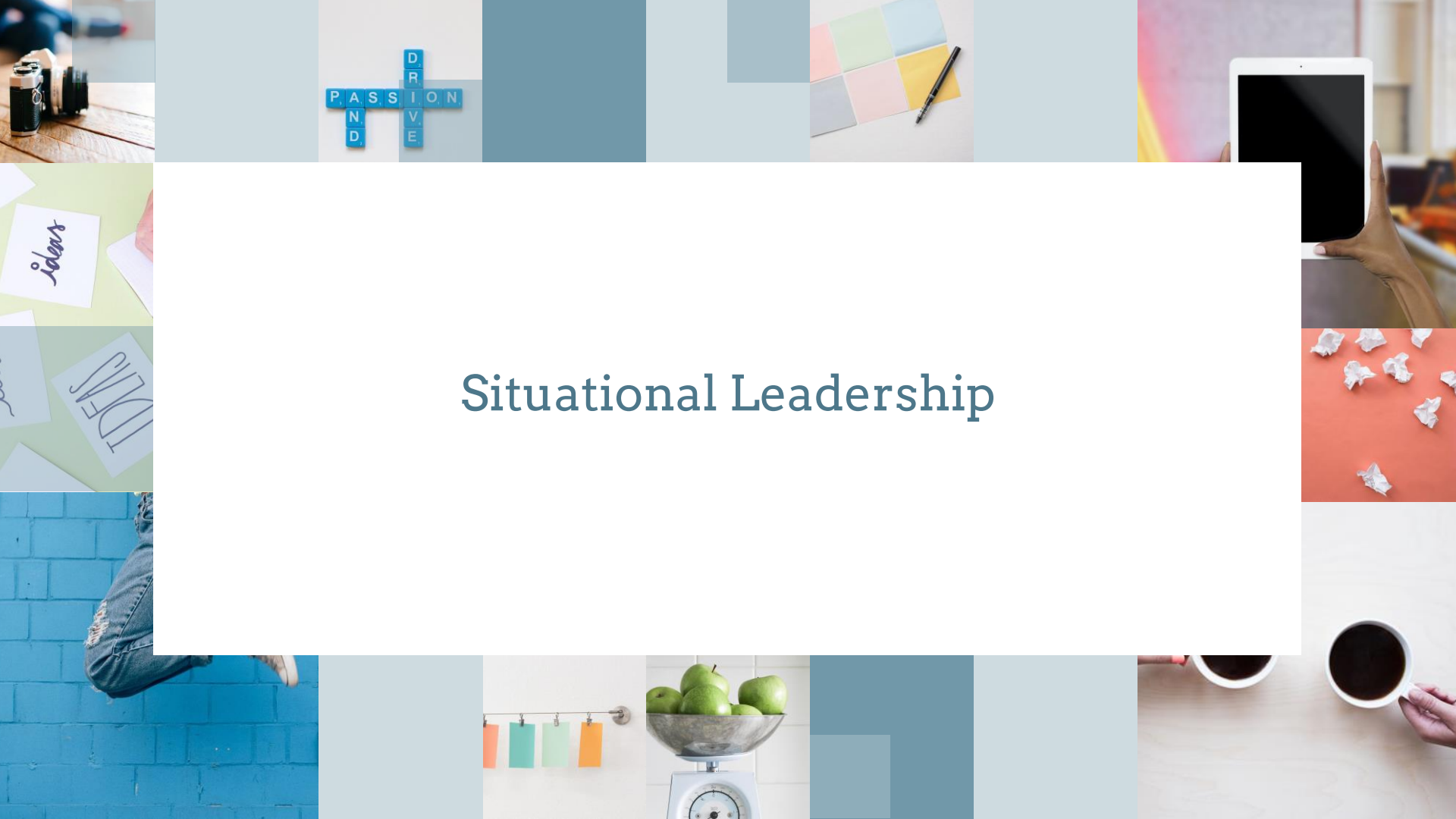




Leadership Responsibilities

Coach Business Analyzer
Barrier Buster **FACILITATOR**
Advocate Living Example

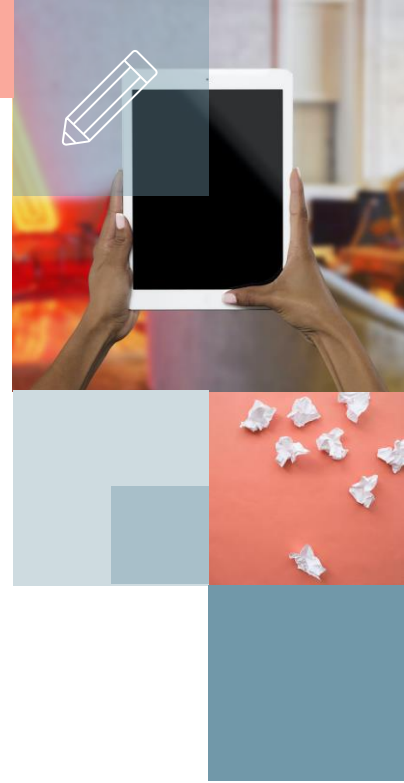




Situational Leadership

Situational Leadership

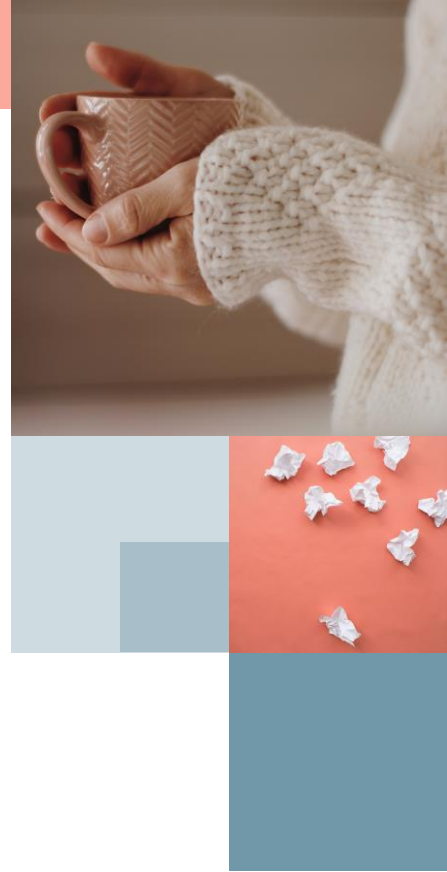
- There is no one best leadership style
- Different strokes for different folks
- Different strokes for the same folks, at different times, **SITUATIONALLY DEPENDENT**
- Successful leaders are able to adapt their style to fit the requirements of the situation



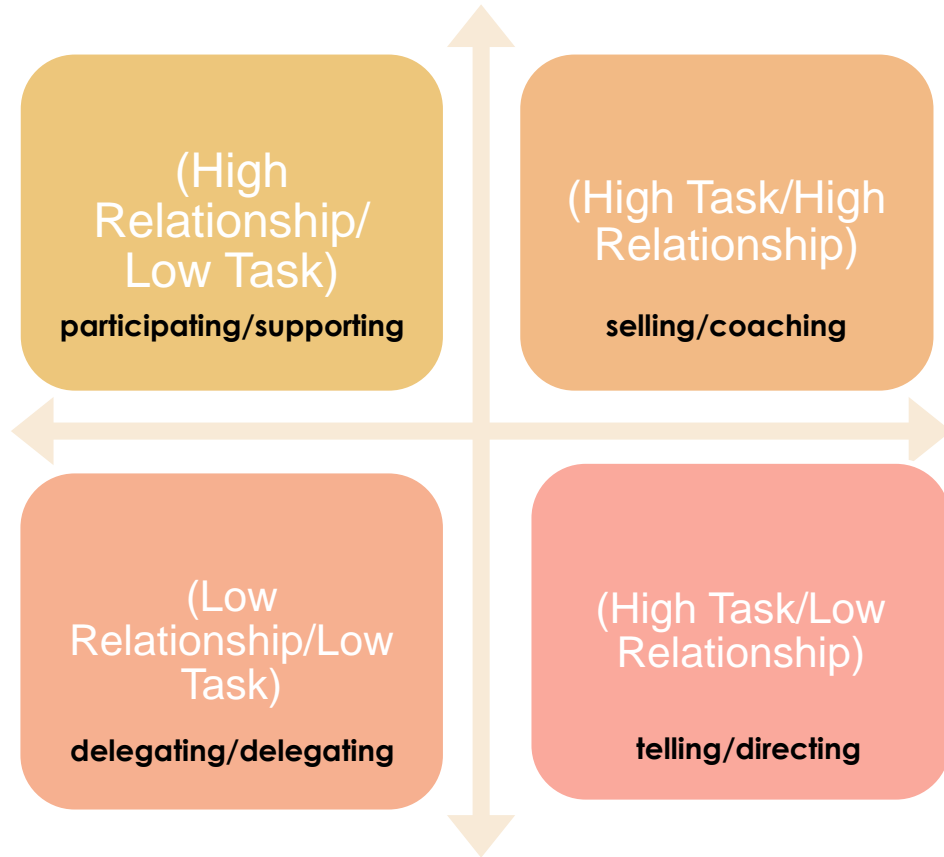
Situational Leadership

- 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



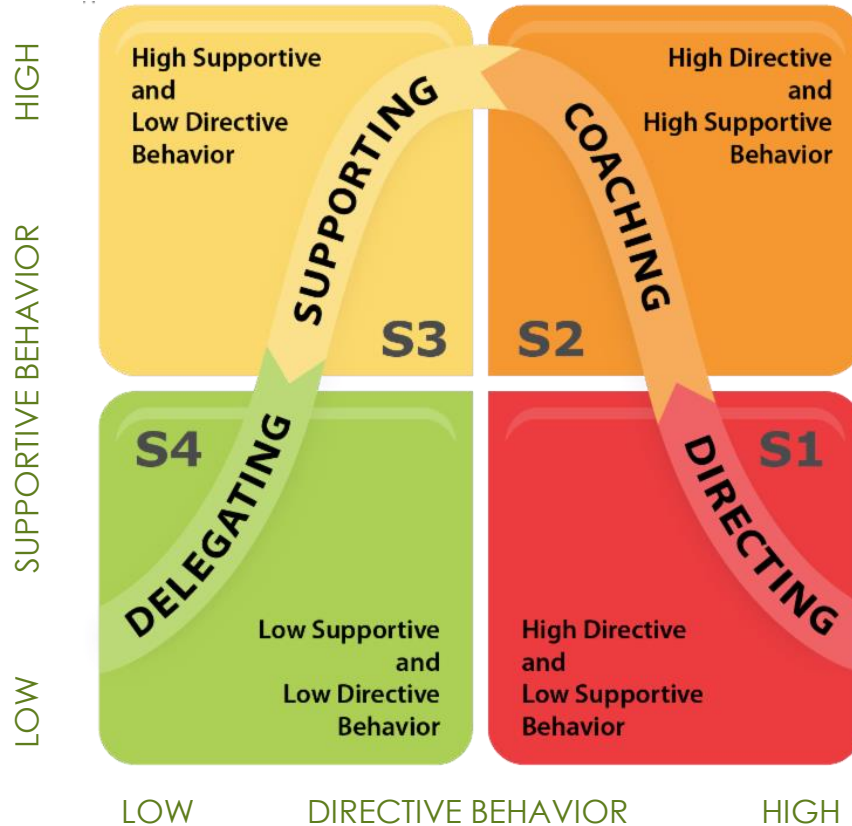
Situational Leadership



Source
Blanchard & Hersey

Situational Leadership II

Ken Blanchard



Leadership Style and Developmental Level (cont.)

- 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 & 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

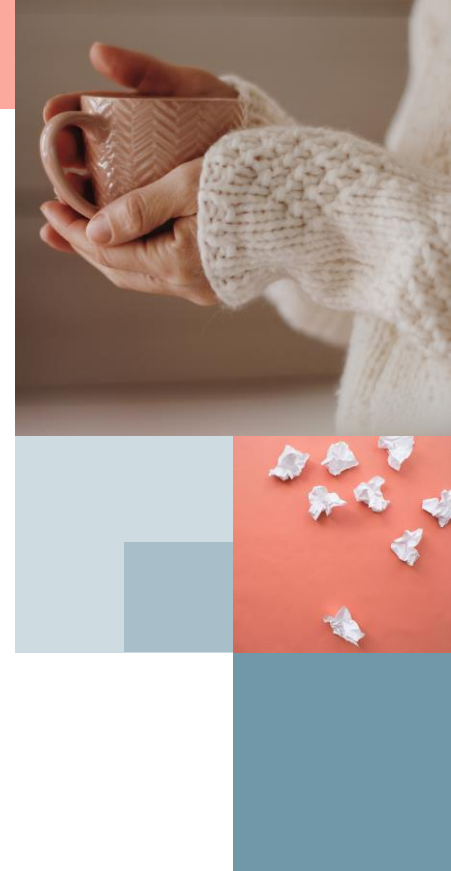
Enthusiastic Beginner

Disillusioned Learner

Reluctant Contributor

Peak Performer

Development level is a **TASK SPECIFIC** concept



Leadership Style and Developmental Level (cont.)

■ Directing

- lower development level
- people are high on commitment, low on competence
- people are excited to get started and learn
- LEADER PROVIDES 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



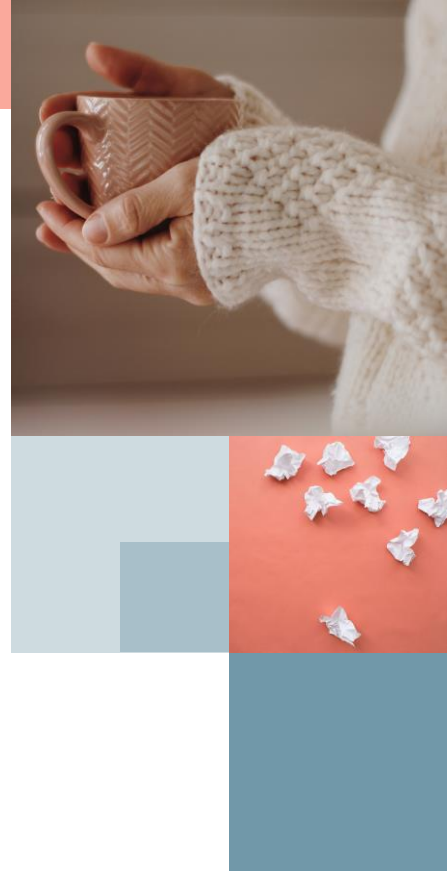
Leadership Style and Developmental Level (cont.)

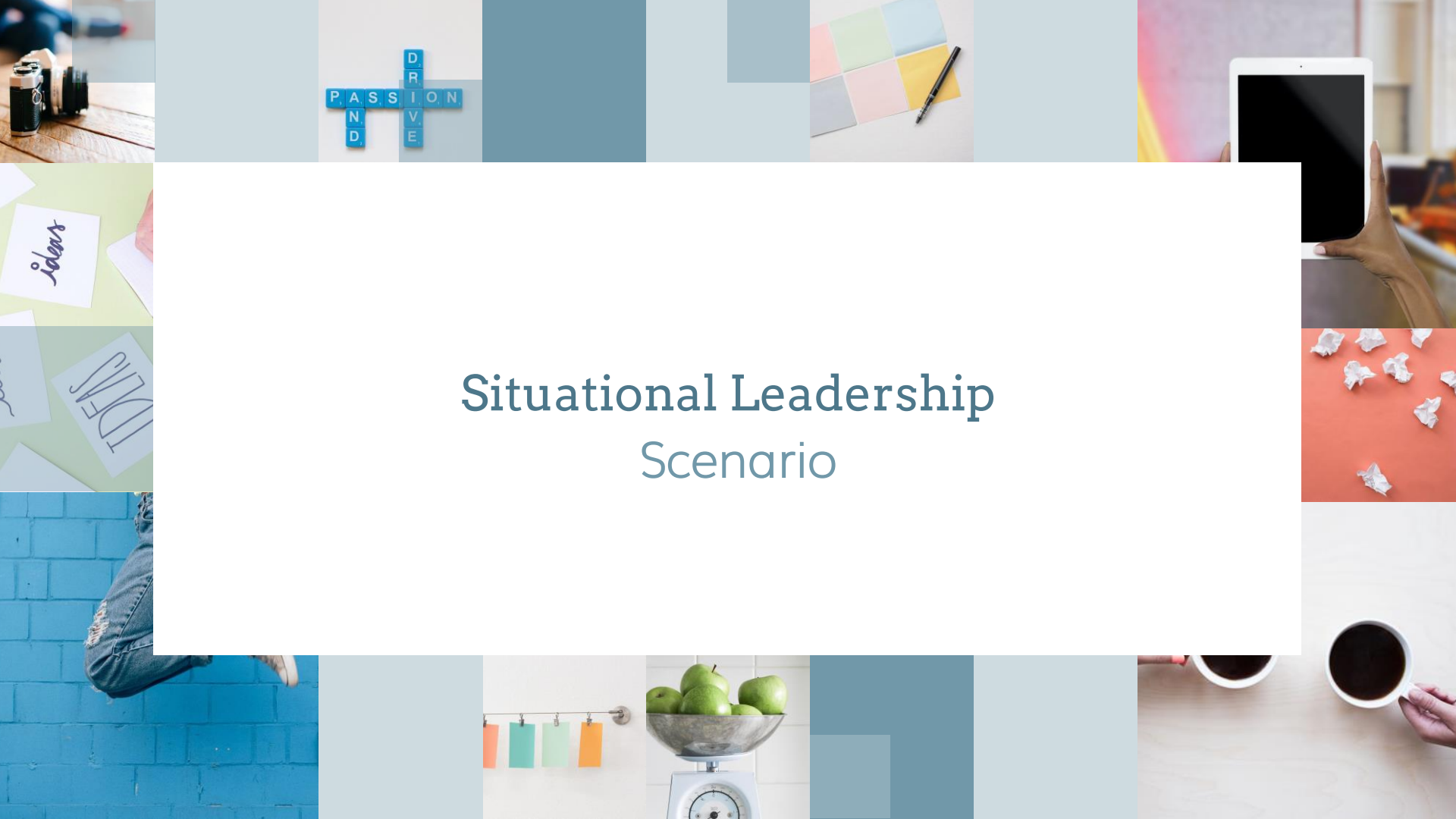
■ Supporting

- 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

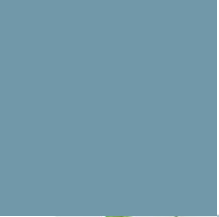
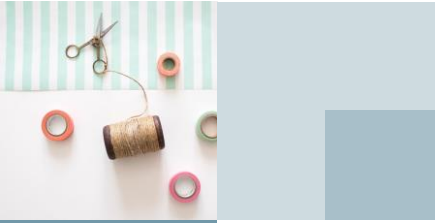
■ Delegating

- high development level on a particular task
- responsibility for carrying out plans is delegated to experienced followers
- followers “run” the show, are professionally mature
- LEADER DELEGATES, STEPS BACK
- ✓ PEAK PERFORMER



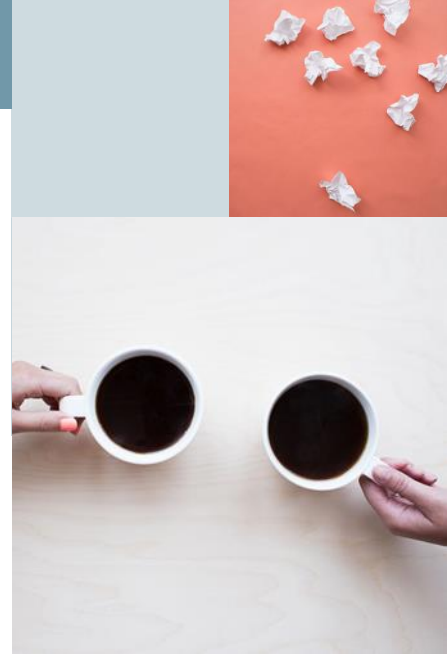


Situational Leadership Scenario



“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



5 Fundamental Practices of Leadership

C _ _ _ _ _ the process (9)

Challenge

I _ _ _ _ _ a shared vision (7)

Inspire

E _ _ _ _ _ others to act (6)

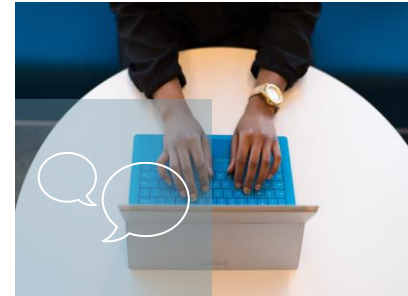
Enable

M _ _ _ _ _ the way (5)

Model

E _ _ _ _ _ _ _ the heart (9)

Encourage



Source
The Leadership Challenge
James M. Kouzes
Barry Posner

5 Fundamental Practices of Leadership (cont.)



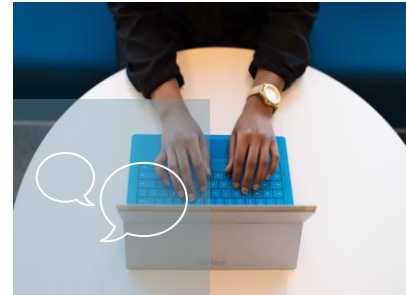
Challenge the Process

- 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



5 Fundamental Practices of Leadership (cont.)



Enable Others to Act

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



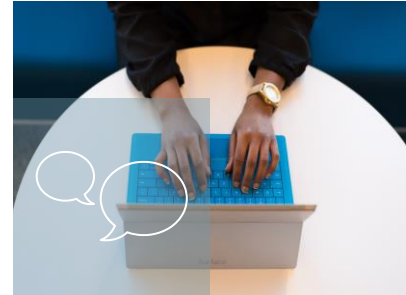
Model the Way

- Set the example
- Walk your talk



Encourage the Heart

- Recognize contributions
- Celebrate successes





Leadership Challenge Exercise

What Does It Look Like in Action?

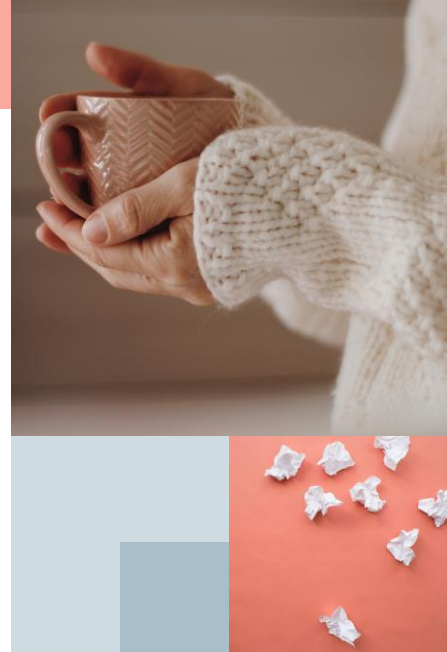
 **Personal Commitment**
What will you commit to doing?



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

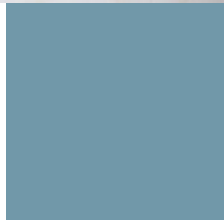
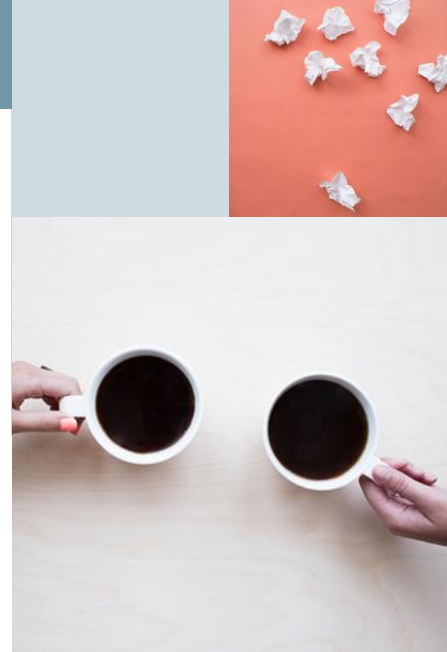


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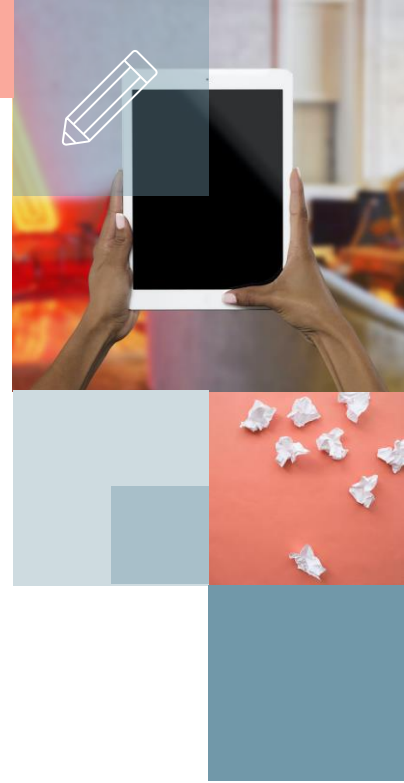
“A true leader is not the one with the most followers, but one who creates the most leaders.”

- Neale Donald Walsh



Thanks!

Any questions?



Resources

Leadership & the One Minute Manager, Ken Blanchard, Patricia Zigarmi, Drea Zigarmi, 2013

The Leadership Challenge, James Kouzes & Barry Posner, 7th edition, 2017

Leading at a Higher Level, Ken Blanchard, 2018

Management of Organizational Behavior, Paul Hersey, Kenneth Blanchard, Dewey Johnson, 10th edition, 2012

The Situational Leader, Dr. Paul Hersey, 1985

YouTube Michael Jr. Comedy, Michael Jr. Breaktime, Know Your Why

