AN INTRODUCTION TO SITUATIONAL LEADERSHIP

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PINPOINT SOLUTIONS
Management and Leadership Compared

Management is defined as the process of working with and through others by directing/controlling. I am going to manage your behavior.

Leadership is an attempt to influence behavior of another person or group, for any reason.

Leadership style is defined as the patterns of behavior of the leader, as perceived by others.
Leadership

What are some of the things that get in the way from the Leader’s side?
Six Behaviors that will block your Leadership success
by Kathy Ciprino, Forbes Magazine, Feb. 2nd, 2019

• You hover and micromanage
• You need to be right
• You can’t move from the “individual contribution” model rather than leading
• You aren’t teaching what you know
• You aren’t successfully communicating the hard stuff
• You aren’t helping others find their best work
3 Ways to uncover your blind spots and be a more effective leader
by Anne Sugar, Inc. Magazine, Feb., 2019

Blind Spots

• Always wanting to be right
• Not listening sufficiently
• Failing to mentor employees
One of the Most Dreaded Words in Leadership

Should
One of the Most Dreaded Phrases in Leadership

He/She should be able to do it.
Leadership: Two Types of Influence

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<th>Task (Directive) Behavior</th>
<th>“Telling” the Role Definition</th>
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<td>One-way Communication</td>
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<th>Relationship (Supportive) Behavior</th>
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<td>Why</td>
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<td>Two-way Communication</td>
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<td>Listening/Strokes (Involvement)</td>
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A Few Definitions as a Basic Starting Point
What is Power?

Power is defined two-ways:

Position Power is the extent to which you as a leader have rewards, punishments and sanctions which you can bring to bear on your people.

Personal Power is the extent to which you gain confidence and respect of your people. This is “their” perception of reality, not yours. Your people give you this.
Leadership: Two Ways to Influence

**Autocratic**  
(more position power)  
- Good In Crisis  
- Short Term Focus  
- CYA

**Democratic**  
(more personal power)  
- More Autonomy  
- People Point Out Problems/Solutions  
- Longer Term Focus
Questions ?
SITUATIONAL LEADERSHIP
Readiness Levels Defined

R1- People who don’t have the knowledge, skill, or possibly willingness*
R2- People who don’t have the knowledge or skill, but are willing
R3- People who have the knowledge, skill, but lack the willingness to take responsibility (Insecure)
R4- People who are willing to finish the task, take the responsibility, and possess the knowledge/skill
SITUATIONAL
LEADERSHIP

STYLE OF LEADER

(LOW) TELLING R1 S1

S4 DELEGATING R4

S3 PARTICIPATING R2 S2

High Task and High Relationship

High Relationship and Low Task

Low Relationship and Low Task

(HIGH) DIRECTIVE BEHAVIOR

(Task Behavior)

(Supportive Behavior)

(HIGH) RELATIONSHIP BEHAVIOR

(R3 High Relationship and Low Task)
Directing/Telling (R1/S1)

- High Directive, Low Supportive
- Leader Defines the Role of the Follower
- One-way Communication
- Tasks short and simple
- Problem Solving and Decision Making Initiated by the Leader
Coaching/Selling (R2/S2)

- High Directive, High Supportive
- Leader Now Attempts to Hear Followers Suggestions, Ideas and Opinions
- Two-way Communication
- Still keep tasks short and simple
- Control Over Decision Making Remains With the Leader
SITUATIONAL LEADERSHIP

STYLE OF LEADER

R3
High Relationship and Low Task

S3
PARTICIPATING

S2
High Task and High Relationship

R2
SELLING

S1
TELLING

R4
Low Relationship and Low Task

S4
DELEGATING

(RIGHT) TASK BEHAVIOR
(Directive Behavior)

(HIGH)

(RELATIONSHIP BEHAVIOR)

(LOW)

(SUPPORTIVE Behavior)

(HIGH)
Supporting/Participating (R3/S3)

• High Supportive, Low Directive
• Leader Actively Listens
• Follower Has Ability and Knowledge to Do the Task
• Focus of Control Starts Shifting to Follower
SITUATIONAL LEADERSHIP

STYLE OF LEADER

HIGH

R3
High Relationship and Low Task

PARTICIPATING

S3

S2
High Task and High Relationship

SELLING

R2

S1
High Task and Low Relationship

TELLING

S4
Low Relationship and Low Task

DELEGATING

R4

R1
High Task and Low Relationship

LOW

TASK BEHAVIOR

(Directive Behavior)

(HIGH)
Delegating (R4/S4)

- Low Supportive, Low Directive
- Leader Discusses Problems/Opportunities with Followers
- Seeks Joint Agreement on Problem/Solution Definitions
- Decision Making is Handled by Follower
- They “Run Their Own Show”
What Happens If We Have a Mismatch of Leadership Style with Readiness Level?
SITUATIONAL LEADERSHIP

STYLE OF LEADER

(RIGHT)

High Task and High Relationship

R2

S2

SELLING

RELATIONSHIP BEHAVIOR

(Supportive Behavior)

HIGH)

Participating

R3

S3

High Relationship and Low Task

LOW)

TASK BEHAVIOR

(Directive Behavior)

Telling

R4

S4

Low Relationship and Low Task

Developed by Paul Hersey

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The Leader’s Goal

• Build your Follower’s Development (Readiness) Level So You Can Start Using Less Time-consuming Styles (S3 & S4) and Still Get High Quality Results
Questions ?
So, how do I put this in place - Part 1?

**Step #1** - Find a quiet place with a piece of paper. Take each person, one at a time, and write down the top 4-6 tasks/activities that they presently do, or that you wish they could.

**Step #2** - Take each task/activity and determine what that person’s readiness level is (R1, R2, R3, R4).

**Step #3** - Now evaluate what leadership style you have been using and what you need to use (S1, S2, S3, S4).
So, how do I put this in place- Part 1?

Step #4- Make a mental or physical note that the next time this task comes up, what will you do differently to engage this person in the next higher quadrant. (Insure that you have installed proper checkpoints as somewhat of a “safety valve”, especially with people in the lower quadrants.)
So, how do I put this in place - Part 2?

Performance Reviews- The same list you created can easily be used to structure the next performance review with the person. You can incorporate teamwork, quantity, quality, etc. as part of the conversation. You do not want to necessarily share your R & S ratings, but use them as guides with the dialogue you are having.

Remember, your objective with a performance review is to alter, or enhance, behavior.

The exact same goal as Situational Leadership.
Situational Leadership Is Not Something You Do “TO” People, but Something You Do “WITH” People
Task/Activity:

Teamwork:  
Needs to express his opinions more when he senses others may not agree. Needs to sell it.

Installs:  
Basic- gates, straight railings, etc.  
Curved stair railings  
Trouble with initial layouts on curves, have Project Manager or me arrive on-site during layout.

Client Interactions  
Insure understanding with regard to safety
Task/Activity:

Fabrication:
- Routine: R3 S3
- Angles- Curves: R2 S2
  Have Detailer automatically provide full-scale layouts

Finishing: R4 S4

Organization: Trucks, supplies, at job site, etc. R4 S4
  Needs to train Helpers to follow the same example
Questions ?
## Situational Leadership

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<th>S Now</th>
<th>S Future</th>
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Where to go for additional information or to learn more:

Terry Barrett- Pinpoint Solutions
   Phone: 561-801-7549
   Email: pps-tb@bellsouth.net

The Center for Leadership Studies
   www.situational.com/

Amazon
   Search Situational Leadership for a number of books

Ken Blanchard Companies
   www.kenblanchard.com/Products-Services/Situational-Leadership-II
THANK YOU FOR ATTENDING

Please make sure to complete your session survey.