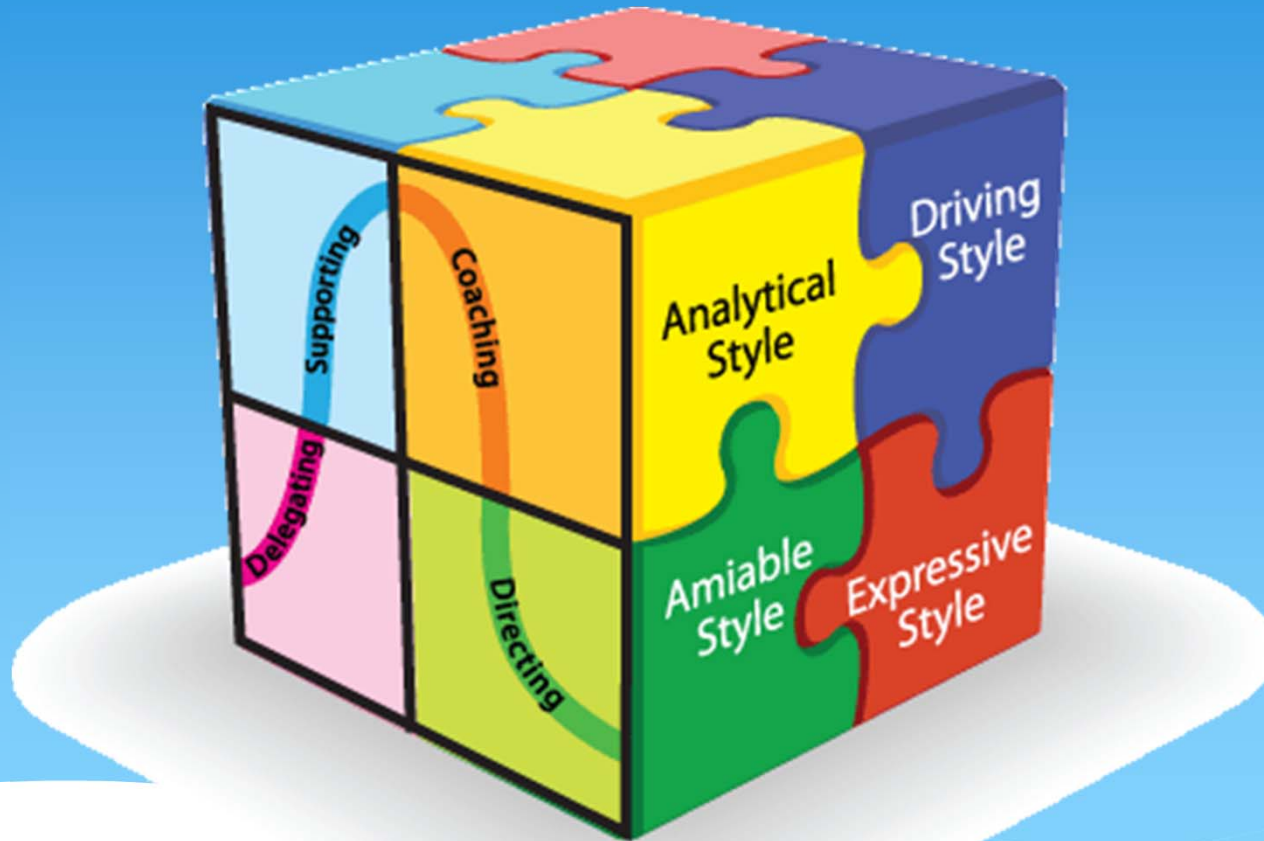


Situational Leadership

Situational Leadership® is a registered trademark of the [Center for Leadership Studies](#)



“TechnoFunc Series on Leadership Basics”



Origin

The theory of situational leadership was developed in the late 1960's by Paul Hersey and Ken Blanchard. The theory was first introduced as "Life Cycle Theory of Leadership". During the mid 1970s, "Life Cycle Theory of Leadership" was renamed as "Situational Leadership theory".

Situational Leadership® is a registered trademark of the [Center for Leadership Studies](#)

Definition

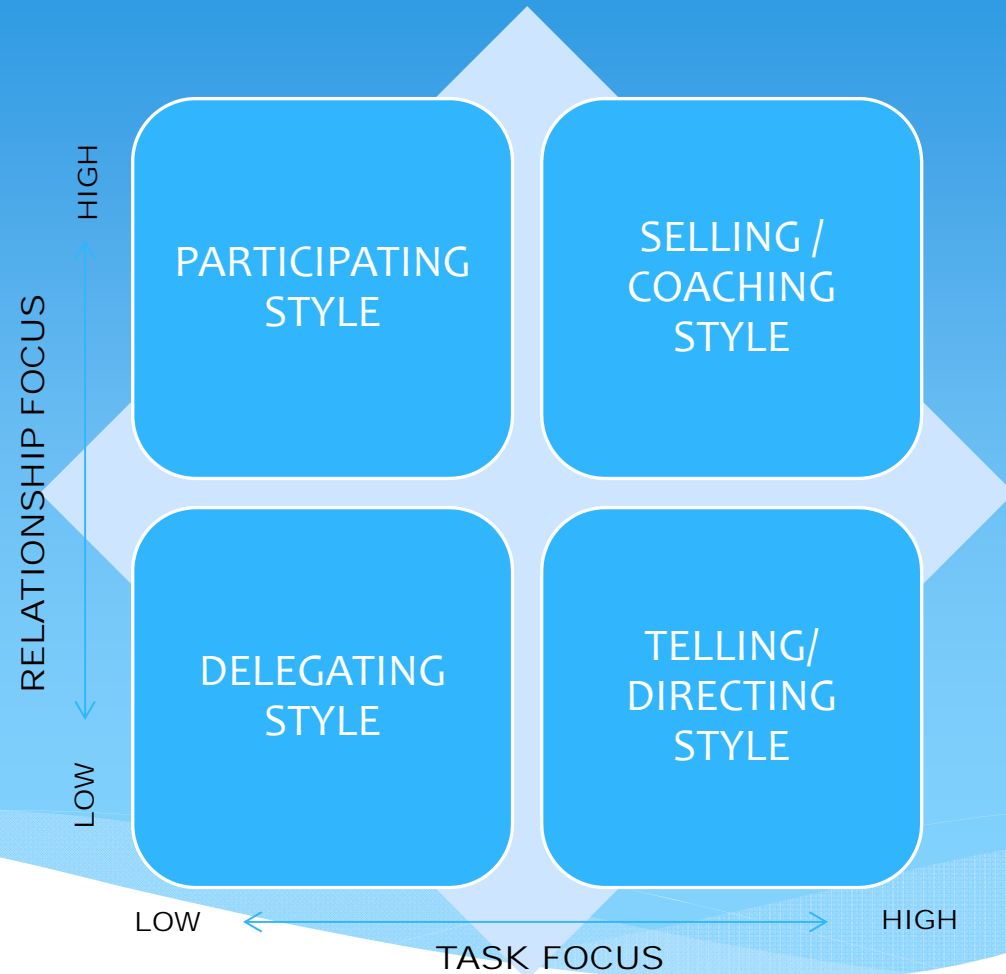


Situational leadership is a style in which the leader or the manager must adjust his style to match the development level of the followers he is leading. The situational leadership model views leaders as varying their emphasis on task & relationship behaviors to best deal with different levels of follower maturity.

Situational Leadership® is a registered trademark of the [Center for Leadership Studies](#)

Hersey-Blanchard Situational Leadership Model

S1 Telling
S2 Selling
S3 Participating
S4 Delegating



Telling/Directing Style

This style is autocratic style focused on high task/low relationship. Leader defines the roles of followers and tells them what, when, where, and how to do different tasks. One way communication flows from the leader to the followers.



Situational Leadership® is a registered trademark of the [Center for Leadership Studies](#)

Selling/Coaching Style



The leader behavior is high task/high relationship. Leaders provide information and direction, but there's more communication with followers. Leaders try to "sell" their message to the followers to make them understand what is important for the organization.

Situational Leadership® is a registered trademark of the [Center for Leadership Studies](#)

PARTICIPATING STYLE



This style is high relationship/low task focus. Leader focuses more on the relationship and people and less on direction. The follower is empowered to make many of the decisions since he has the knowledge to do so. There is high level of trust and communication between the leader and the follower.

Situational Leadership® is a registered trademark of the [Center for Leadership Studies](#)

Delegating Style



It is considered as low relationship/low-task leader behavior. Leader passes most of the responsibility onto the followers. The leaders still monitor progress, but they're less involved in decisions. The style involves letting followers “run their own show”.

Situational Leadership® is a registered trademark of the [Center for Leadership Studies](#)

Maturity levels

According to Hersey and Blanchard, maturity levels can be broken down into four different levels:

M1 : People lack knowledge, skill and confidence to work and often need to be pushed and supervised.

M2 : People are willing to work but cannot independently take responsibility for the work.

M3 : People are very experienced and are able to take up tasks independently but do not have the confidence to take sole responsibility.

M4 : People have high abilities and confidence and are willing to take individual responsibility of the tasks.

Situational Leadership[®] is a registered trademark of the [Center for Leadership Studies](#)

Style : Maturity Levels

MATURITY LEVEL	LEADERSHIP STYLE
M1 - LOW MATURITY	TELLING / DIRECTING
M2 - MEDIUM MATURITY, LIMITED SKILL	SELLING/ COACHING
M3 - MEDIUM MATURITY, HIGH SKILL, LESS CONFIDENCE	PARTICIPATING
M4 - HIGH MATURITY	DELEGATING

Situational Leadership® is a registered trademark of the [Center for Leadership Studies](#)

“TechnoFunc Series on Leadership Basics”



TECHNOFUNC
www.technofunc.com

Thank you for watching/downloading our training material. Users are free to download the material for their personal use only. Commercial use is strictly prohibited without prior permission from the Chartered Technofunctional Institute.

If you need copies of this material for corporate training or commercial use please contact info@technofunc.com for further details