SITUATIONAL LEADERSHIP

AGED 607
Professional Leadership Dev.
Dr. Chris Townsend

Write down 3 tasks you need to accomplish this week
1) By each task, write an "A" if you have the ABILITY to do this task
2) Now, think of your tasks in another way: by each task, place a "W" if you WANT to do the task even if you are not experienced in it
3) You have just created your "READINESS" level for your things to do this week

Things to do this week:
- Wash my car A
- Lead a meeting A W
- Counsel a friend W
Situational Leadership is.....

- Based on 3-action interplay:
  1) Amount of DIRECTION a leader gives
  2) Amount of SOCIOEMOTIONAL support a leader gives
  3) READINESS level of followers

  ON EACH SPECIFIC TASK

Accounting for Followers

- 1st model to bring followers into the system of leadership!
- Created in the mid-1970's
  - Paul Hersey and Ken Blanchard

Hersey and Blanchard said --

- Leaders should always account for the “A” and the “W” of the followers
- So....leaders must assess the “readiness level” of followers on each task in the organization
Define: Follower “Readiness”

- ABLE
  - Has past experience
  - Knows HOW to do the task
- WILLING
  - Has confidence
  - WANTS to do the task

Follower “Readiness”

<table>
<thead>
<tr>
<th>R1: Unable + Unwilling</th>
<th>R2: Unable + Willing</th>
<th>R3: Able + Unwilling</th>
<th>R4: Able + Willing</th>
</tr>
</thead>
<tbody>
<tr>
<td>LOW</td>
<td>LOW</td>
<td>LOW</td>
<td>LOW</td>
</tr>
<tr>
<td>HIGH</td>
<td>HIGH</td>
<td>HIGH</td>
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Making “Readiness” Real

- R1 Some Freshmen at A&M
  - Unable + Unwilling
- R2 Other Freshmen at A&M
  - Unable but Willing
- R3 Sophomores/Jr A&M
  - Able but not Willing
- R4 Seniors in "cool" classes
  - Willing + Able
Leader Behaviors

S2 HIGH TASK HIGH REL.

S1 HIGH TASK LOW REL.

S3 LOW TASK HIGH REL.

S4 LOW TASK LOW REL.

S2 Explain decisions Provide for clarification

S1 Give instructions Lots of supervision

S3 Share ideas Share decision-making

S4 Turn over Responsibility (decisions & actions)

Leader Behaviors

S3 PARTICIPATING

S2 SELLING

S4 DELEGATING

S1 TELLING
Situational Leadership

Based on Blanchard’s research data for leadership behaviors,
- 54% leaders use only 1 style
- 35% tend to use 2 styles
- 10% tend to use 3 styles
- 1% use 4 styles

Leader Behaviors Influenced by Follower Readiness

Situational Model Comments

- TRUST
  - Increases as Readiness “Matures”
- COMMUNICATION
  - Increases when followers are “Less Willing”
- LEADER’S RESPONSIBILITY
  - Move followers from R1...to...R4
<table>
<thead>
<tr>
<th><strong>“HIGH-PROBABILITY MATCH”</strong></th>
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</thead>
<tbody>
<tr>
<td><strong>Correct Leader Behavior</strong></td>
</tr>
<tr>
<td>(S1 – S4)</td>
</tr>
<tr>
<td><strong>when used appropriately</strong></td>
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<tr>
<td><strong>Corresponding Follower Readiness</strong></td>
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<tr>
<td>(R1 – R4)</td>
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| You are the manager of a trendy and successful men's clothing store at the mall. You have asked a new employee to be in charge of purchasing a new computer system for the store. |
| You in her former position, she developed excellent skills in Microsoft Word and Excel. Today, in her position in your store, she needs to learn more about computer hardware to make a sound decision. She is very excited about this assignment and knows it will help her promotion options. |
| As the leader, how would you diagnose her readiness level? |

| For some reason, the university has asked the Student Senate and the MSC to reduce their expenditures. As the head of the Student Senate, you have asked a highly experienced member to take charge of the reduction efforts. |
| This member has worked in all areas of student organizations including the MSC, Senate, and 3 other orgs. In the past, he has usually been eager to help. You know he is able to balance the budget, but he seems uninterested in the task. |
| As the leader of the Senate, how would you diagnose his development level? |