

Situational Leadership

May 2024

1

What is Situational Leadership

- The term comes from a model that identifies categories of employees at a particular moment in their careers and the style of leadership that most effectively meets their needs.
- A Situational Leader is one who can adapt to the moment and the mission and provide the: guidance/mentorship/coaching/leading/delegating/supervising/managing/directing... needed for the time.

2

History of the title

- Ken Blanchard and Paul Hersey created the model and coined the name Situational Leadership in the late 1960's. They developed a language and tool to explain how one can choose a style of leading for a given moment.
- They characterized leadership style in the terms of the amount of direction and support that a leader gives to their followers.

3

Three Skills of the Situational Leader

- Diagnosis
- Flexibility
- Partnering for Performance

4

Diagnosis : Where does your audience fit in?

- D1 – Low Competence / High Commitment
- D2 – Low to some Competence / Low Commitment
- D3 – Moderate to High Competence / Variable Commitment
- D4 – High Competence / High Commitment
- “D” = Development level



5

Flexibility

- Directive Behavior
 - Determine and provide the level of direction or instruction needed.
 - Directing Leaders define the roles and tasks of the “follower” and supervise them closely.
- Supportive Behavior
 - Determine and provide the level of support needed.
 - A Supportive Leader style passes the day-to-day decisions to the “follower”.

6

Leadership Styles (“S” supportive level)

- S1 – Directing = Structure, Control, and Supervise
- S2 – Coaching = Direct and Support
- S3 – Supporting = Praise, Listen, and Facilitate
- S4 – Delegating = Turn over the responsibility for day-to-day decision making



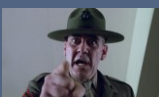
7



8

How would you like to be led in your current assignment?

- Partnering for Performance:
 - Directing
 - Coaching
 - Supporting
 - Delegating



9



10
