

## SITUATIONAL LEADERSHIP\*

### Leadership Styles

Patterns of behavior as perceived by others.

**Relationship:** The way a leader communicates, such as listening, social style flexibility, encouraging, facilitating, and providing clarification.

**Task Behavior:** The way a leader provides direction by telling people what to do, how to do it and where.

### People Readiness

The degree of ability and willingness to accomplish a specific task.

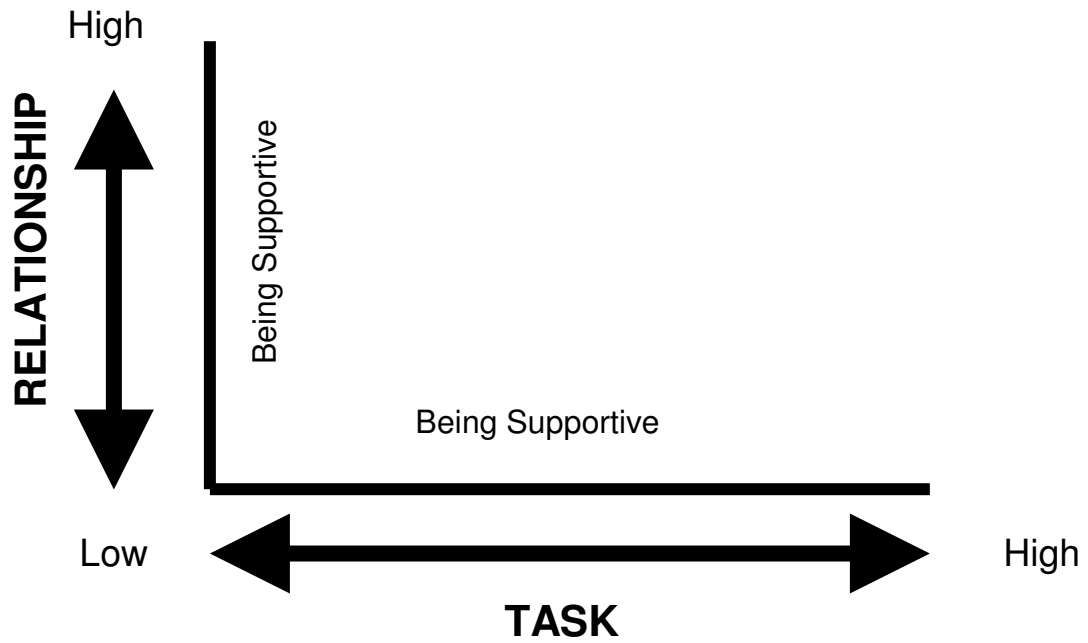
There are scales of ability and willingness that range from very low to very high.

There is no wrong or negative perception associated with readiness levels for a particular task or function. It is only information for you as the leader to use to adjust your style to enable others to achieve their goals.

\*developed by Ken Blanchard and Paul Hearsy

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## RELATIONSHIP AND TASK BEHAVIORS



# PEOPLE READINESS

High	Moderate		Low
R4 Able & Willing & Confident	R3 Able but Unwilling or Unsure	R2 Unable but Willing or Confident	R1 Unable & Unwilling, or Unsure

**R1 Unable or unwilling or unsure**

The follower is unable and lacks commitment and motivation or lacks confidence.

**R2 Unable but willing**

The follower lacks ability, but is motivated and will make an effort so long leader provides guidance.

**R3 Able but unwilling**

The follower has the ability to perform the task, but is unwilling to use that ability, or, is apprehensive about doing it alone.

**R4 Able and willing**

The follower has the ability to perform and likes doing the job alone.

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# LEADERSHIP STYLES

## **S1 Tell**

Provides specific instructions and monitors performance.

This leadership style is above average in task behavior and below average in relationship behavior.

## **S2 Sell**

Explain decisions and clarify tasks, yet still provides guidance.

This leadership style is above average in both task and relationship behavior.

## **S3 Coach**

Shares ideas and facilitates decision-making, provides encouragement and asks for contributions from followers.

This leadership style is above average in relationship behavior and below average in task behavior.

## **S4 Delegate**

Turn over responsibility for decisions and implementation.

This leadership style is both below average in task and relationship behavior.

# MATCH LEADER STYLE WITH FOLLOWER READINESS

## LEADERSHIP BEHAVIOR

Relationship Behavior:  
Providing Support

Shares ideas & facilitates decision-making	<b>S3</b> Coach <b>R3</b>	<b>S2</b> Sell <b>R2</b>	Explain decisions & clarify tasks
Turn over responsibility for decisions & implementation	<b>S4</b> Delegate <b>R4</b>	<b>S1</b> Tell <b>R1</b>	Provide specific instructions & monitor performance

Task behavior: Providing directions

## PEOPLE READINESS

High	Moderate		Low
R4 Able & Willing & Confident	R3 Able but Unwilling or Insure	R2 Unable but Willing or Confident	R1 Unable & Unwilling, or Insure