**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*
RELATIONSHIP AND TASK BEHAVIORS

- **RELATIONSHIP**
  - High
  - Low

- **TASK**
  - High
  - Low

- Being Supportive
# PEOPLE READINESS

<table>
<thead>
<tr>
<th>High</th>
<th>Moderate</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>R4</strong></td>
<td><strong>R3</strong></td>
<td><strong>R2</strong></td>
</tr>
<tr>
<td>Able &amp; Willing &amp; Confident</td>
<td>Able but Unwilling or Unsure</td>
<td>Unable but Willing or Confident</td>
</tr>
<tr>
<td><strong>R1</strong></td>
<td><strong>R1</strong></td>
<td></td>
</tr>
<tr>
<td>Unable or unwilling or unsure</td>
<td>Unable &amp; Unwilling, or Unsure</td>
<td></td>
</tr>
</tbody>
</table>

**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.
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

<table>
<thead>
<tr>
<th>Task behavior: Providing directions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shares ideas &amp; facilitates decision-making</td>
</tr>
<tr>
<td>S2 Sell R2</td>
</tr>
<tr>
<td>Explain decisions &amp; clarify tasks</td>
</tr>
<tr>
<td>Turn over responsibility for decisions &amp; implementation</td>
</tr>
<tr>
<td>S1 Tell R1</td>
</tr>
<tr>
<td>Provide specific instructions &amp; monitor performance</td>
</tr>
</tbody>
</table>

PEOPLE READINESS

<table>
<thead>
<tr>
<th>High</th>
<th>Moderate</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>R4</td>
<td>R3</td>
<td>R1</td>
</tr>
<tr>
<td>Able &amp; Willing &amp; Confident</td>
<td>Able but Unwilling or Insure</td>
<td>Unable &amp; Unwilling, or Insure</td>
</tr>
</tbody>
</table>