

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

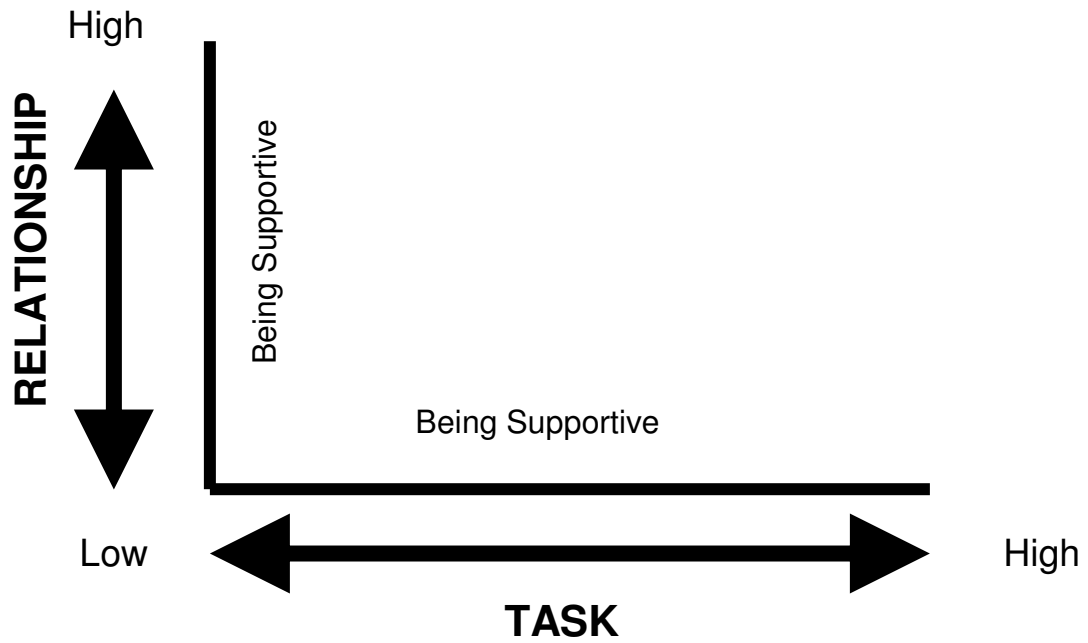
The degree of ability and willingness to accomplish a specific task.

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



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.

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	S3 Coach R3	S2 Sell R2	Explain decisions & clarify tasks
	Turn over responsibility for decisions & implementation	S4 Delegate R4	S1 Tell R1	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