



Module S13

Situation leadership

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Status: 15.05.10

Imprint

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Publication within the Leonardo da Vinci project Euro Crafts 21:

This project is funded with support from the European Commission. This publication reflects the views only of the authors, and the Commission can not be held responsible for any use which may be made of the information contained therein.

The Leonardo da Vinci project Euro Crafts 21 is carried out under the administration of plenum - society for holistic sustainable development and the Factor 10 Institute Austria. The objective of the project is to establish a significant added value in the vocational education in Austria and the participating partner countries (Finland, Germany, Slovakia, Spain and Hungary). This will be achieved through the innovation transfer of an already completed pilot project - aiming the development and testing of an overall qualification and consulting concept for sustainability management in the handicraft branch of North Rhine-Westphalia (Germany).

www.eurocrafts21.eu

Trenčín, V/2010

Project Partners in Euro Crafts 21:

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1. Introduction

The Situational Leadership Theory, is a leadership theory developed by Paul Hersey, professor and author of the book Situational Leader, and Ken Blanchard, leadership guru and author of The One Minute Manager, while working on the first edition of Management of Organizational Behavior (now in its 9th edition) [1]. The Theory was first introduced as "Life Cycle Theory of Leadership" [2]. During the mid 1970's "Life Cycle Theory of Leadership" was renamed "Situational Leadership theory" [3].

In the late 1970s/early 1980s the authors both developed their own Models using the Situational Leadership theory; Hersey - Situational Leadership Model and Blanchard et al. Situational Leadership II Model.

The fundamental underpinning of the Situational Leadership Theory is there is no single "best" style of leadership. Effective leadership is task-relevant and that the most successful leaders are those that adapt their leadership style to the Maturity ("the capacity to set high but attainable goals, willingness and ability to take responsibility for the task, and relevant education and/or experience of an individual or a group for the task) of the individual or group they are attempting to lead/influence. That effective leadership varies, not only with the person or group that is being influence, but it will also depend on the task, job or function that needs to be accomplished[4].

The Hersey-Blanchard Situational Leadership Theory rests on two fundamental concepts; Leadership Style and the individual or group's Maturity level.

2. Module description

The module deals with the phenomenon of Situation management from the point of view of four different of leadership's styles and from the perspective of four different maturity levels of a managed worker or a team.

A brief attention is paid to potential impending risks of choosing wrong approach as well as benefits from its proper application. In another part chapter will join a process of personal leading based upon personal goals as an element of continuous personal improvements.

3. Component A: Leadership Style

Relevant key terms in this section: situation leadership, leadership style

In this component you will learn about:

- Introduction to the topic
- Types of leadership styles

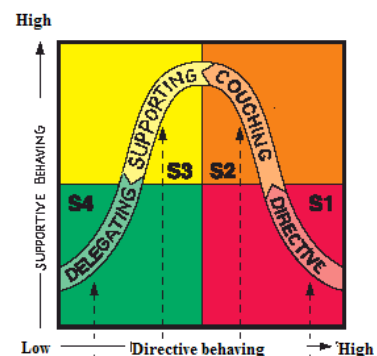
Hersey and Blanchard characterized leadership style in terms of the amount of Task Behavior and Relationship Behavior that the leader provides to their followers. They categorized all leadership styles into four behavior types, which they named S1 to S4:

- S1: Directive - is characterized by one-way communication in which the leader defines the roles of the individual or group and provides the what, how, when, and where to do the task
- S2: Coaching - while the leader is still providing the direction, he is now using two-way communication and providing the socioemotional support that will allow the individual or group being influenced to buy into the process.
- S3: Supporting - this is now shared decision making about aspects of how the task is accomplished and the leader is providing less task behaviors while maintaining high relationship behavior.
- S4: Delegating - the leader is still involved in decisions; however, the process and responsibility has been passed to the individual or group. The leader stays involved to monitor progress.

Fig. 1.: Styles of leadership

No one style of the above mentioned is considered optimal for all leaders to use all the time. Effective leaders need to be flexible, and must adapt themselves according to the situation. → S12-A1: Power Point presentation “Leadership style”_EN

Customize the style of leadership to the level of development



3. Component B: Maturity level

Relevant key terms in this section: situation leadership, leadership style

In this component you will learn about:

- Introduction to the topic
- Types of maturity level

The right leadership style will depend on the person or group being led - the follower. The Situational Leadership II Theory identified four levels of maturity or development D1 through D4:

D1 - They generally lack the specific skills required for the job in hand and are unable and unwilling to do or to take responsibility for this job or task.

D2 - They are still unable to take on responsibility for the task being done; however, they are willing to work at the task.

D3 - They are experienced and able to do the task but lack the confidence to take on responsibility.

D4 - They are experienced at the task, and comfortable with their own ability to do it well.

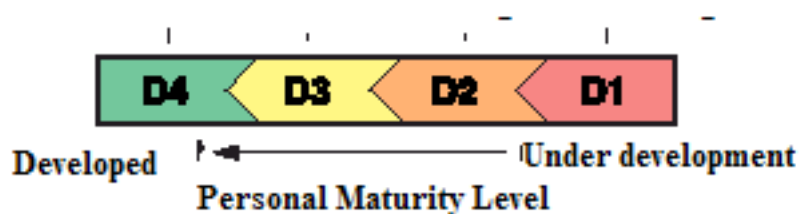
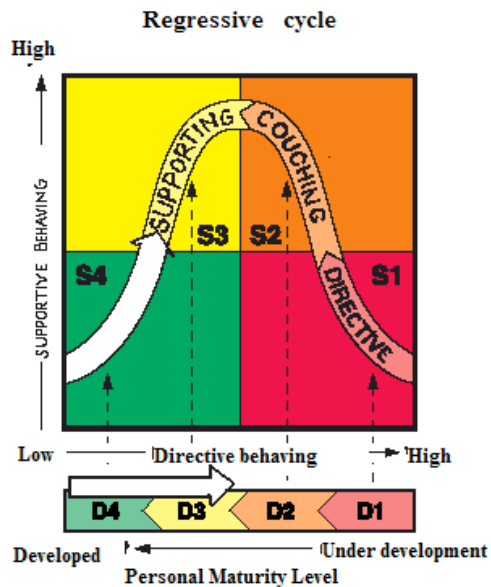


Fig.2: Personal Maturity levels

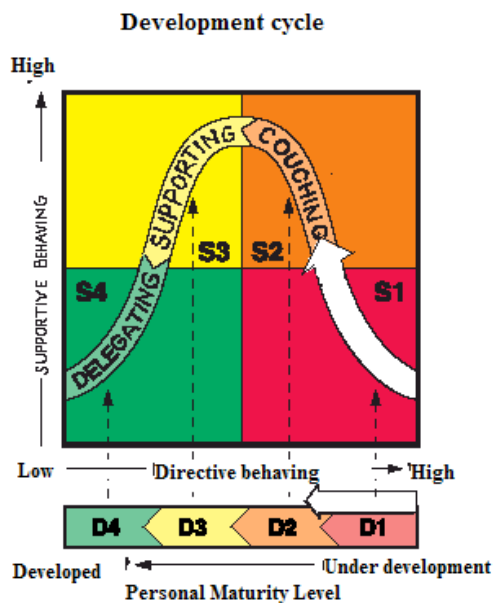
They are able and willing not only to do the task, but to take responsibility for the task.

Maturity Levels are also task specific. A person might be generally skilled, confident and motivated in their job, but would still have a Maturity level D2 when asked to perform a task requiring skills they don't possess. → [S12-B1: Power Point presentation "Maturity levels"](#)

["Leadership styles"_EN](#)

**Fig. 3 Regressive Cycle**

Particular attention should be paid to the right applicability of the leadership style. Mostly new bosses used to apply Regressive cycle in leadership. They apply friendly attitude to the staff due to the lack of knowledge how the organization used to run, what kind of processes it use and so on. The soft attitude is often abused by staff and the boss is forced to harden attitude to get its objectives. The optimal is approach of Development cycle that is based on more natural direction.

**Fig. 4 Development Cycle**

Development cycle represents optimal attitude to the person having concern to the ability of solving particular task.

3. Component C: Permanent Personal Improvement

Relevant key terms in this section: situation leadership, human resource development, motivation, development planning, objective settlement

In this component you will learn about:

- Introduction to the topic
- Basic principles - SMART

A good leader develops “the competence and commitment of their people so they’re self-motivated rather than dependent on others for direction and guidance.” (Hersey 91)

The leader’s high, realistic expectation causes high performance of followers; the leader’s low expectations lead low performance of followers. In order to make an effective cycle, a leader needs to motivate followers properly. For the reason of self checks by the worker, internal checks by the company and ability to make evaluation and corrective action specific indicators for objectives, action and result should be settled.

SMART approach represents settlement of Specific, Measurable, Adequate, Realistic, Time bound indicators. This approach is fully applicable also to human development. SMART approach allows measuring progress, identify weaknesses and together with valued person or group improving its future performance. This process should be regular and should be part of internal processes. It should reflect on specific character of person, its capabilities, skills and personal objectives. Leader should help him better identify realistic goals and is at the disposal to help in a case of difficulties. Process of personal development should be reported mutually by both parts leader and worker. Example of possible template is in a table 1. below.

For additional reference documents see:

- B2: Self check “personal” and “education”
- S8: CIP
- S12-C1: Power Point presentation “CIP in HRD”_EN
- S12-C2: Role Play Sit leadership EN

SCA Personal Care Priorities		The Goals of my Team (The team I am leading)	
1.		1.	
2.		2.	
3.		3.	
4.		4.	
5.		5.	
6.		6.	

My Goals (Use SMART goals)	My Main Deliverables	Comp	D	S	Actions to support Goal fulfilment	Who	When	Compl
1.								
2.								
3.								
4.								
5.								
6.								

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Table 1.: Personal deployment table

4. Conclusion

Situation leadership is a psychological and personal tool that helps to maximize effectiveness in reaching goals. It could be defined as a tool with long-term approaches. It helps develop personality and skills of employee group transfer of knowledge from a boss or a mentor. In the same time it identifies risks a boss/mentor should avoid in way of communication of tasks towards employee.

5. Recommendation

Module with its comprehensive topic is applicable at any level of firm or organisation. Module offers basic information that are useful for preparation of training by trainers. However module could be a tool for self-learning of managers of team or project leaders. Module is supplemented by working material in form of presentations and role play. As a method for conducting of practical training could be used video record of role play followed by identification of mistakes or any other methods mostly used in a communication trainings.

6. Sources

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7. Materials

Component A: Leadership Style

S12-A1: Power Point presentation “Leadership style”_EN

Component B: Maturity level

S12-B1: Power Point presentation “Maturity level”_EN

Component C:

S12-C1: Power Point presentation “CIP in HRD”_EN

S12-C2: Role Play Sit leadership EN