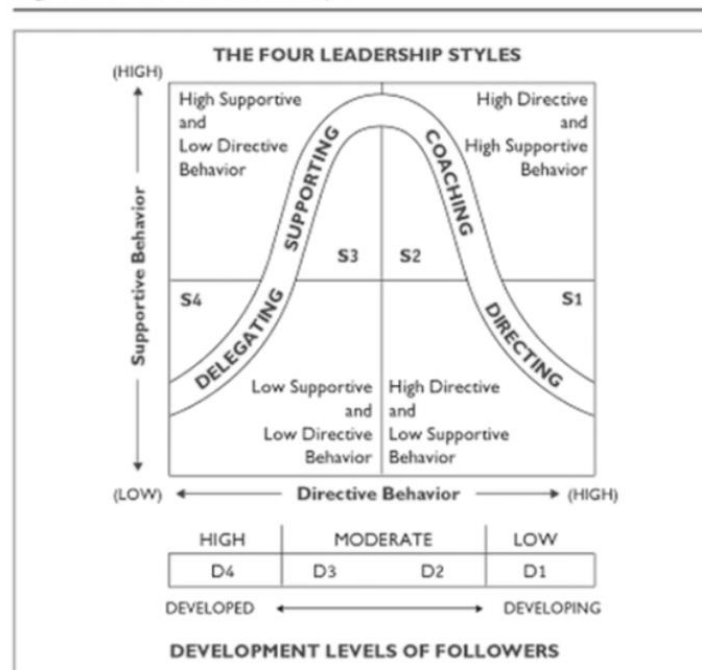


- Situational Leadership (Hersey and Blanchard 1969)
- Leaders should match their style to the competence and commitment of subordinates
- Focus on choosing a leadership style appropriate to the situation
- In Situational Leadership Theory all leaders should have 4 leadership styles
 - S1 - Directive (*high task, low relational*)
 - S2 - Coaching (*high-high*)
 - S3 - Supporting (*low task, high relational*)
 - S4 - Delegating (*low-low*)
- The leadership style should depend on the developmental level of followers.
- The developmental level of followers is based on followers' competence and commitment.
- Follower Development Levels (with corresponding leadership style)
 - D1 (*low competence, low commitment*) requires a lot of direction → S1
 - D2 (*some competence, some commitment*) requires coaching (both support and direction) → S2
 - D3 (*moderate-high competence, low commitment*) requires support but low direction → S3
 - D4 (*high competency and commitment*) requires little support or direction → S4

Figure 5.1 Situational Leadership II



- Responsibility of Leader in this model
 - 1. Diagnose the situation – identify the developmental level of employee

- What is the task subordinate must perform?
 - How competent are they?
 - How motivated are they?
- 2. Adapt leadership style
- Emphasizes flexibility
- Emphasizes differential treatment (not one style fits all)
- Relative clarity
- Popular (semi-strength)
- Criticisms
 - Developmental levels not convincing
 - Most people would say they need support
 - Competence and commitment not linear- Tasks/job requirements change daily
 - Limited evidence that this works
 - If the leader has a predominant style, effective leaders can be classified as ineffective by situational leadership assessments