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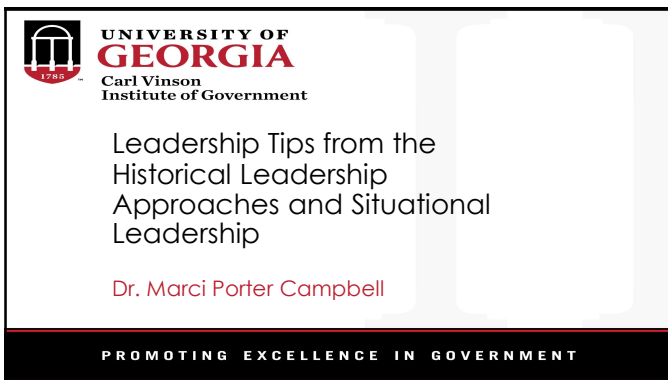
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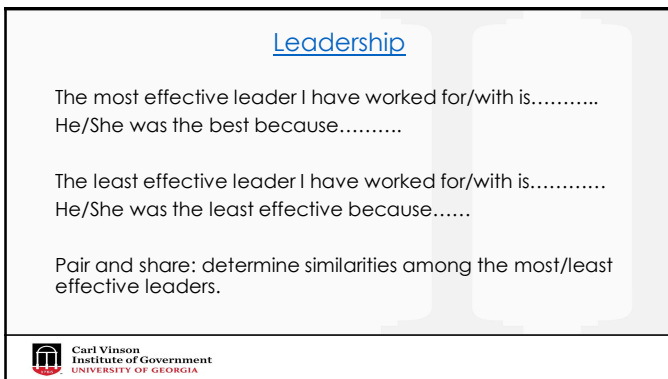
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### Learning Objectives

- Enhance awareness of self and knowledge of others
- Appreciate leadership as a relationship
- Understand the historical theories of leadership
- Understand the Situational Leadership Model




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### What is a Leader?

A leader is one who knows the way, goes the way, and shows the way.

John C. Maxwell

The task of the leader is to get his people from where they are to where they have not been.

Henry A. Kissinger

A genuine leader is not a searcher for consensus but a molder of consensus.

Martin Luther King, Jr.

It is not fair to ask of others what you are not willing to do yourself.

Eleanor Roosevelt

Great leaders are almost always great simplifiers, who can cut through argument, debate and doubt, to offer a solution everybody can understand.

Colin Powell




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### Leadership Begins as Relationship Building




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You Are a Leader Who Has Relationships With:

```
graph TD; You((You)) --- Public((Public)); You --- DR((Direct Reports)); You --- CW((Co-workers)); You --- Supv((Supervisors));
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Traditional Styles of Leadership-  
Which is BEST?

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Historical Styles of Leadership

- Autocratic (Authoritarian)
- Delegative (Laissez-Faire)
- Participative (Democratic)

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### Autocratic/Authoritarian



This type of leader retains all power, authority and control and reserves the right to make all decisions



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### "It's my way or the highway!"

- How can we describe authoritarian leaders?
- What are the disadvantages of authoritative leadership?



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### When is it appropriate?



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When it is appropriate for You?



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Delegative / Laissez-Faire

- Offer little or no guidance
- Leave decision-making up to the group

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"Ummm, you decide."

- How can we describe Laissez-fair leaders?
- What are the disadvantages of Laissez-fair leadership?

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When is it appropriate?



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When is it appropriate for You?



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Participative/Democratic Leadership



- Leaders act more like facilitators than dictators
- Facilitate idea and information sharing when decision making
- Final decision comes from the leader

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"One of the keys to Apple is Apple is an incredibly collaborative company." Steve Jobs

- How can we describe democratic leaders?
  
- What are the disadvantages of democratic leadership?



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When is it appropriate?



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When is it appropriate for You?



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Time to Vote

Which style is best?



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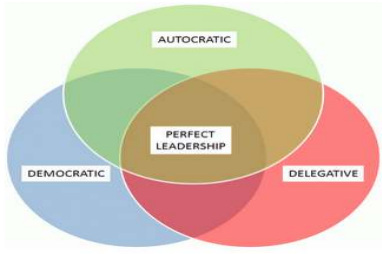
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What is the Ideal?



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Situational Leadership Model II

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### Situational Leadership Model II

Leadership approach based on the relationship between an individual's development level **on a specific goal or task** and the leadership style that a leader provides

Different developmental situations require different leadership approaches



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### Situational Leadership

#### Assumption

People can and want to develop



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### Overview

Four general leadership styles

- Varying combinations of supportive and directive behavior

Four developmental levels

- Varying combinations of competence and commitment



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### Development Variables

Competence

- Knowledge and skills an individual has for a goal or task
- Gained through education, training, coaching and experience

Commitment

- Motivation: interest and enthusiasm
- Confidence: self assuredness




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### DEVELOPMENT LEVELS




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### Enthusiastic Beginner

**D1**

Low Competence  
–  
High Commitment

Little to no experience, but enthusiastic to learn.

**Descriptors:**  
 Hopeful  
 Inexperienced  
 Curious  
 New/Unskilled  
 Optimistic  
 Eager  
 Excited  
 Enthusiastic




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### Disillusioned Learner

**D2**

Low to Some  
Competence

–

Low Commitment

Let down (job is different or more complicated than expected)

**Descriptors:**  
Overwhelmed  
Confused  
Demotivated  
Demoralized  
Frustrated  
Disillusioned  
Discouraged  
Flashes of competence

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### Capable, but Cautious Performer

**D3**

Moderate to High  
Competence

–

Variable  
Commitment

Self doubting about ability to "go it alone" despite competence

**Descriptors:**  
Self-critical  
Cautious  
Doubtful  
Capable  
Contributing  
Insecure  
Tentative/unsure  
Bored/apathetic

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### Self-Reliant Achiever

**D4**

High Competence

–

High Commitment

Independently can and will

**Descriptors:**  
Justifiably confident  
Consistently competent  
Inspired/inspires others  
Expert  
Autonomous  
Self-assured  
Accomplished  
Self-reliant/self-directed

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**Remember:**

Development level does not apply to the person, but rather to the specific goal or task.




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### Leadership Variables

**Directive Behavior**

- Concentrates on "what" and "how"
- Monitors performance and provides frequent feedback
- Develops competence

**Supportive Behavior**

- Listening, facilitating self-reliant problem solving, encouraging, involving others in decision making
- Develops commitment and initiative

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### LEADERSHIP STYLES

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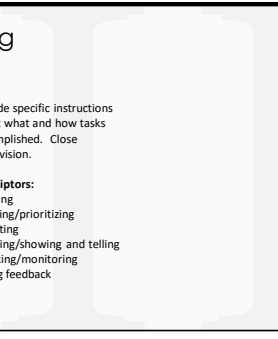
Directing


**S1**

**High Directive  
and  
Low Support**

Provide specific instructions about what and how tasks accomplished. Close supervision.

**Descriptors:**  
 Defining  
 Planning/prioritizing  
 Orienting  
 Teaching/showing and telling  
 Checking/monitoring  
 Giving feedback



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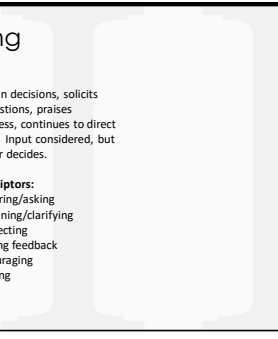
Coaching


**S2**

**High Directive  
and  
High Support**

Explain decisions, solicit suggestions, praises progress, continues to direct tasks. Input considered, but leader decides.

**Descriptors:**  
 Exploring/asking  
 Explaining/clarifying  
 Redirecting  
 Sharing feedback  
 Encouraging  
 Praising



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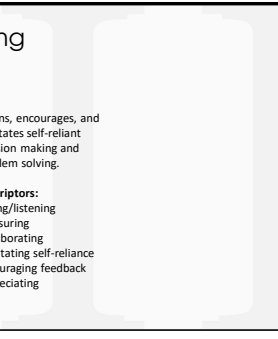
Supporting


**S3**

**Low Directive  
and  
High Support**

Listens, encourages, and facilitates self-reliant decision making and problem solving.

**Descriptors:**  
 Asking/listening  
 Reassuring  
 Collaborating  
 Facilitating self-reliance  
 Encouraging feedback  
 Appreciating



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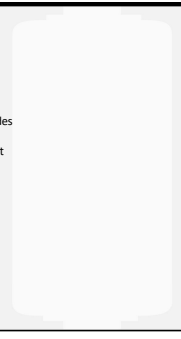
### Delegating


**S4**

Low Directive  
and  
Low Support

Empowers to act independently, provides resources to do job. Individual makes most decisions.

**Descriptors:**  
Allowing/Trusting  
Confirming  
Empowering  
Affirming  
Acknowledging  
Challenging




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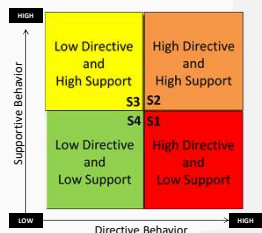
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### Leader Behaviors




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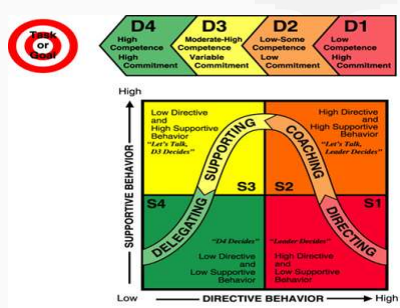
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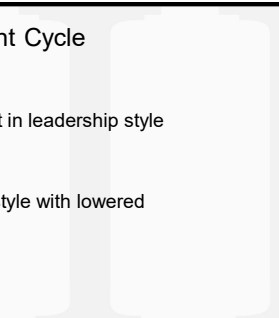
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**Development Cycle**

Progress through sequentially  
Improved performance triggers shift in leadership style

**Regression**

- Continue to match leadership style with lowered development level



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