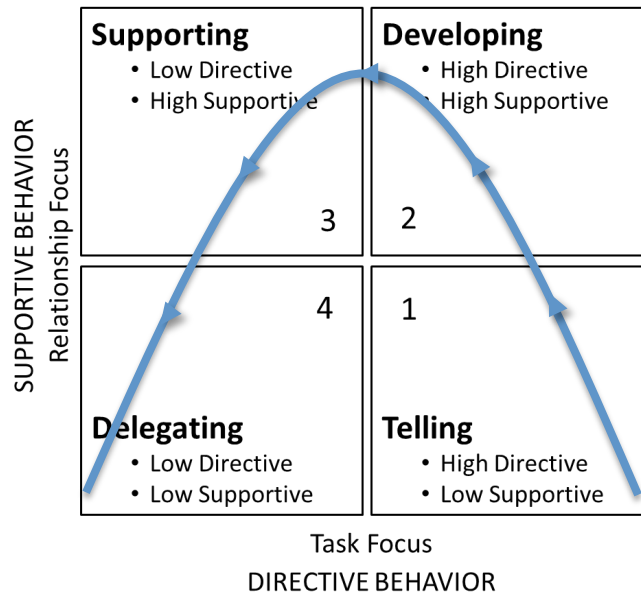


Situational Leadership

Situational leadership* is based upon the relationship between the amount of direction (task behavior), support (relationship behavior), and the readiness level of the individual or group to do a given task or assignment. In a situational leadership approach, a leader tailors his or her style to fit the needs of the group (or individual), the work environment and his/her own inclination. A leader's style will depend upon the needs of the employees and the tasks to be accomplished.



Impact of Clarity -- One factor impacting the amount of direction needed will be degree of clarity there is in the job or task to be performed. As clarity increases, the amount of direction needed decreases.

Impact of Readiness and Maturity -- As the willingness and ability to take responsibility (in relationship to the task, project or assignment) continues to increase, you (the leader) can reduce your task behavior and increase your relationship behavior.

As the individual or group begins to move into an above average level of maturity (development), it becomes appropriate for you to decrease both task and relationship behavior.

Need for Support -- As the leader you will also want to evaluate the amount of support an individual or group needs to maintain motivation and keep moving forward. Varying levels of involvement will be needed for different groups.

Identify an assignment (task, project, activity) that needs to be completed.

1. How well defined is the assignment?
2. How much support do you need to give?
3. How willing or able is the group to do the assignment?
4. Which quadrant do you think you should lead from and why?

**Based on the work of Paul Hersey and Ken Blanchard*