

# Situational Leadership

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## Shruti Pandit

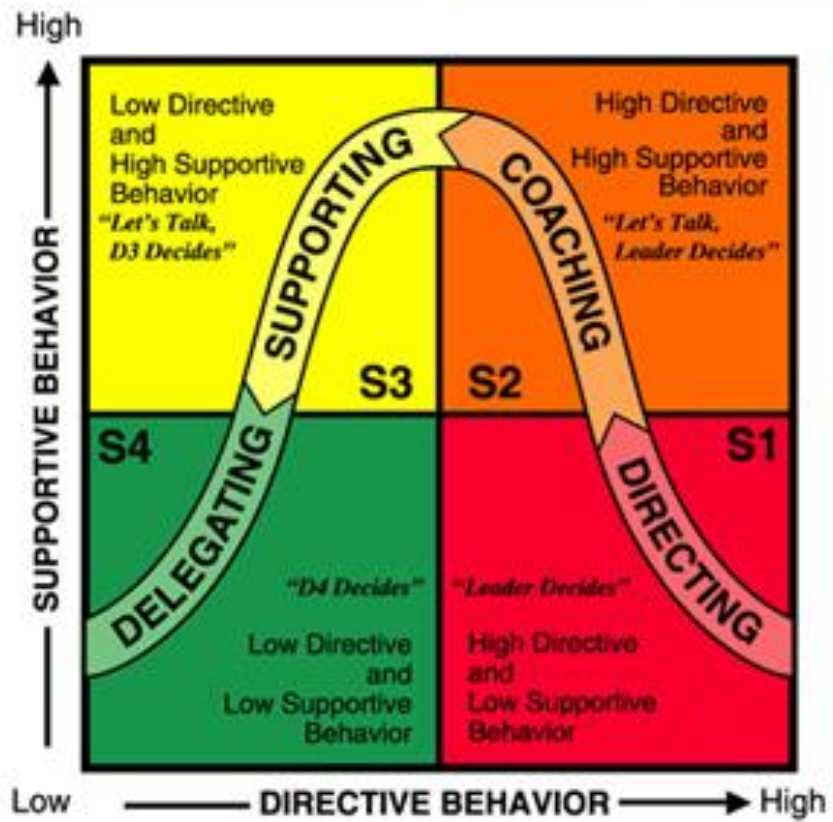
Shruti Pandit is the professional scrum master and scaled agile framework-SAFe Agilist 4.5 who has worked as a process manager and agile coach with Tata Consultancy Services in her previous role. In her current role she is looking after Programs as a Program Manager in Continuum Managed services aiding scaled agile framework. She has won "Woman of Substance in Corporate Category last year" Recently she won, Woman Icons Indian Global Award in IT Category at Chennai.

# Introduction

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- Situational leadership is a leadership style that has been developed and studied by Kenneth Blanchard and Paul Hersey. Situational leadership refers to when the leader or manager of an organization must adjust his style to fit the development level of the followers he is trying to influence. With situational leadership, it is up to the leader to change his style, not the follower to adapt to the leader's style. In situational leadership, the style may change continually to meet the needs of others in the organization based on the situation.





# How do Leaders Adapt to Each Situation?

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- In adapting to each situation, the leader must analyze whether employees are capable and adequately dedicated to executing a specific assignment.
- "Hersey and Blanchard's theory proposes that employees vary in readiness level. "

# Telling And Directing

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- In telling/directing, the leader of the organization is the one making the decisions and informing others in the organization of the decision.



# Selling And Coaching

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- With the selling and coaching style of leadership, the leader is still very involved in the day-to-day activities.

# Participating And Supporting

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- The participating and supporting style of situational leadership passes more responsibility to the employees or followers.

# Delegating to Employees

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- Delegating is the situational leadership style where the leader is involved the least amount with the employees.



# Considering Development Level

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- The development level of the follower determines the situational leadership style of the leader.

# What Is Follower Readiness?

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- "Development level refers to the degree to which subordinates have the competence and commitment necessary to accomplish a given task or activity."

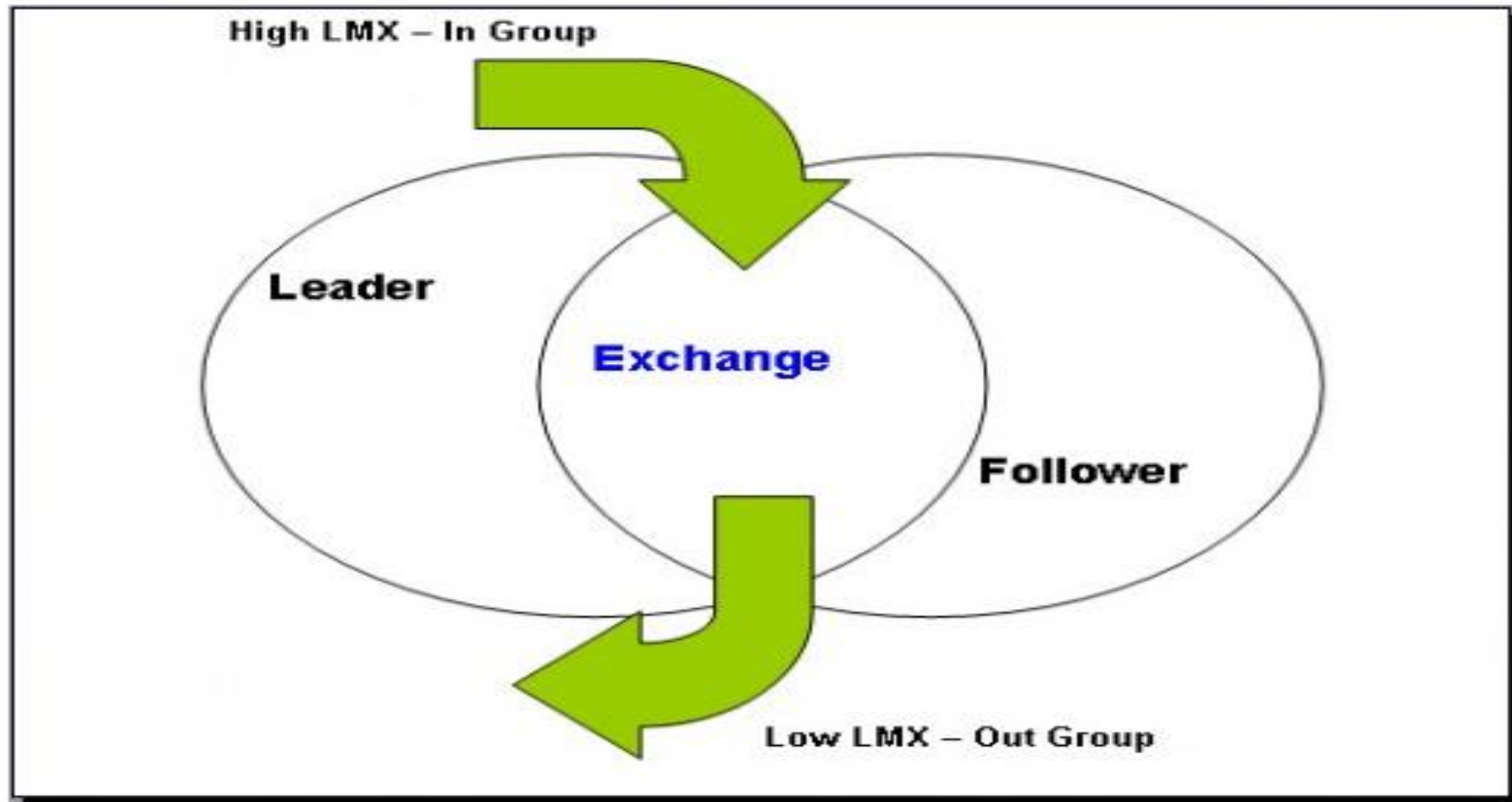


# What Is Follower Readiness?

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- At a high development level, employees experience enjoyment and are secure in their work.

## Leader – Member Exchange (LMX) Theory





# LMX Theory

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- The leader-member exchange (LMX) theory is an "individualized leadership model that explores how leader-member relationships develop over time and how the quality of exchange relationships impacts outcomes

# LMX Theory

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- Leaders are typically able to identify with those of "similar backgrounds, interests, and values who demonstrate a high level of competence and interest in the job" . The leader-member exchange relationship has been proven higher with in-group members. This theory "proposes that this higher-quality relationship will lead to higher performance and greater job satisfaction for in-group members and research, in general, supports this idea"



# LMX Theory

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- The results of a high-quality relationship will have positive outcomes for the organization including increased effort and initiative of in-group participants. Three stages are identified that members go through in their working relationship:
- **Strangers:** In this stage, "the definition of each group member's role defines what the member and leader expect to do" (Daft, Richard, 2008, Pg. 54).
- **Acquaintances:** In this stage, roles are shaped and refined.
- **Mature relationship:** In this stage, a steady pattern of behavior is reached.

# How does SL works?

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- Diagnosis is essential by evaluating where employees are on the development continuum, in order to adapt leadership styles.

# How does SL works?

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- If subordinates are at the first level, the leader should adopt a coaching style. "Because subordinates move back and forth along the development continuum, the leader should change his or her leadership style.



# SL Styles

## S<sub>1</sub> - Directing

Defining

Planning / Prioritizing

Orienting

Teaching / Showing

Checking / Monitoring

Giving Feedback

## S<sub>2</sub> - Coaching

Exploring / Asking

Explaining / Clarifying

Redirecting

Sharing Feedback

Encouraging

Praising

# SL Styles

## S3 - Supporting

Asking / Listening

Reassuring

Facilitating self reliant

Problem Solving

Collaborating

Encouraging Feedback

Appreciating

## S4 - Delegating

Allowing / Trusting

Confirming

Empowering

Affirming

Acknowledging

Challenging



# Developmental Levels

There are two aspects to Development Level :

**Competence** : The demonstrated knowledge and skills the individual brings to a specific goal or task.

**Commiment** : The individual motivation and confidence on that goal or task





# Development Level Diagnosis



## D4

- Justifiably Confident
- Consistently Competent
- Inspired/ Inspire others
- Expert
- Autonomous
- Self-Assured
- Accomplished
- Self-reliant / Self-directed

## D3

- Self Critical
- Cautious
- Doubtful
- Capable
- Contributing
- Insecure
- Tentative / Unsure
- Bored / Apathetic

## D2

- Overwhelmed
- Confused
- Demotivated
- Demoralized
- Frustrated
- Disillusioned
- Discouraged
- Flashes of Competence

## D1

- Hopeful
- Inexperienced
- Curious
- New / Unskilled
- Optimistic
- Excited
- Eager
- Enthusiastic

# Matching : Leadership Style to Development Level





# Qualities of SLs

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- **Maintain an acute awareness** of their innate leadership-related strengths and areas for development – critical skill sets in working in high-performing organizations
- **Conduct highly effective coaching conversations** by understanding when a particular leadership style has a high probability of success and when it does not
- **Skillfully influence up, down and across the organization** by knowing when to be “consistent” and when to be “flexible”
- **Create more productive teams/organizations** by accelerating the development of individuals that are new to their role and/or are learning a new task
- **Develop engaged, committed employees** by effectively recognizing and proactively addressing the dynamics of performance regression
- **Effectively drive behavior change and business results** by communicating through a common, practical language of leadership



# Examples of Situational Leadership

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- Example 1

For example, an infant is learning to walk. At first, the parent will guide the infant and even help him. However, as he grows, the parent has to just monitor, and let him choose his path. With further progress, the infant learns to walk on his own, and the parent will not need to either direct or monitor him.

Of course, it implies, that with training and motivation, a subordinate will improve, and according to the changing situation, the leader can change his style—being less directive at every step.

# Pros & Cons

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- Pros

This breaks the traditional stereotype pattern of leadership, and considers the skill set and maturity level of the employee, and demands the leader to take decisions according to the situation.

## Cons

Since the theory demands the leader to adopt different strategies at different periods of time, the leader may lose focus and time for developing important strategies for growth, expansion, and other plans vital for the development of any organization.

# Criticism of Situational Leadership Theory

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- Situational Leadership theory has its own negatives, too. Firstly, it merely instructs the leader/manager to modify his theory according to the parameters of competence and commitment
  - Furthermore, the biggest criticism of this theory is that if there is no consistency in the behavior of managers, it will lead to confusion and misunderstanding.



# Criticism of Situational Leadership Theory

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- ■ The theory ignores interpersonal relationships between leaders and their subordinates.
  - Moreover, every situation has different demands. The theory simply tells the leader to change his leadership styles according to the parameters given.
  - This model describes the style of leadership on an individual basis. It tells nothing what the leader should do when he has to lead a team to perform the task, each with varying levels of competencies and commitment.

# Criticism of Situational Leadership Theory

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- ■ The theory ignores interpersonal relationships between leaders and their subordinates.
  - Moreover, every situation has different demands. The theory simply tells the leader to change his leadership styles according to the parameters given. However, like any situation, every task is different.
  - This model describes the style of leadership on an individual basis.



# Conclusion

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- Thus, this theory cites different permutation and combinations, wherein you can adopt different strategies depending on the maturity level and competence of the employee. Though it has been met with criticism, it has certainly shed new light on leadership techniques and can be implemented at some levels.

# Influence without authority

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- **Influential Actions**
- Start with the absolute basics: courtesy and respectfulness.
- But above all, our sense of fairness means that you absolutely must ensure that you follow through on any promises or commitments you make.



# Influence without authority

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- **Influential Attitudes**
- Your attitude to your project and your team will be tested throughout.
- Tenacity is another character trait that we both like and respect, but again, a dogmatic attitude to constant repetition will undermine your reputation, but a robust adaptability will leave stakeholders and team members willing to follow your lead.

# Influence without authority

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- **A Choice of Approaches-What kind of PM are you?**
- The Good
- The Bad
- The Ugly



# Influence without authority

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- *The Good* influence has total integrity.

# Ten Persuasion Tactics

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- **The “Your Doctor would Tell you to...” Principle**
- Why do we trust doctors and follow their advice?
- **The “Jiminy Cricket” Effect**
- Do you recall that in the movie, Jiminy Cricket was appointed to be Pinocchio’s conscience?
- Look them in the eye and ask for their commitment.



# Ten Persuasion Tactics

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- **The “Eight out of Ten Cat Owners” Principle**
- A UK TV advert asserted that “Eight out of ten cat owners, who expressed a preference, said their cat prefers...” Why did this advert work?
- **The “Follow Me” Effect**
- People like to follow crowds, and leaders too.
- **The “WAM” Principle**

# Ten Persuasion Tactics

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- The “Who are You to Tell Me?” Principle
- The “Structured Response” Effect
- The “Welcome the Ah but...” Principle
- The “Make ’em Feel Smart” Principle

# Ten Persuasion Tactics

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- Managers in any field need the right tools to communicate with their teams while managing their tasks and project performance. [ProjectManager.com](https://www.projectmanager.com) offers a robust online software suite designed to the need of both managers *and* their teams. Take a free 30-day trial tour of the product and see for yourself.



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Thank you