

---

# Dynamic Leadership:

## *Four Situational Leadership Approaches*

Kelly Scott Petrock

August 2009

---



# Dynamic Leadership

## Four Situational Leadership Approaches

In LSSD, to drive home the effective and dynamic practice of leadership, we leverage Situational Leadership pioneered by Hersey and Blanchard. This simple framework has proven to be an excellent way of conveying the most basic aspects of leadership as well subtle nuances. However, as it can be when working with simple tools, it is easy to focus on the “doing” of leadership and lose sight of “being” a leader. Your effectiveness as leader will in large part be determined by your *attitude* toward your company, your role, your work and your associates. You can “do” all the right things and your underlying sentiments will either compliment or contradict your efforts.

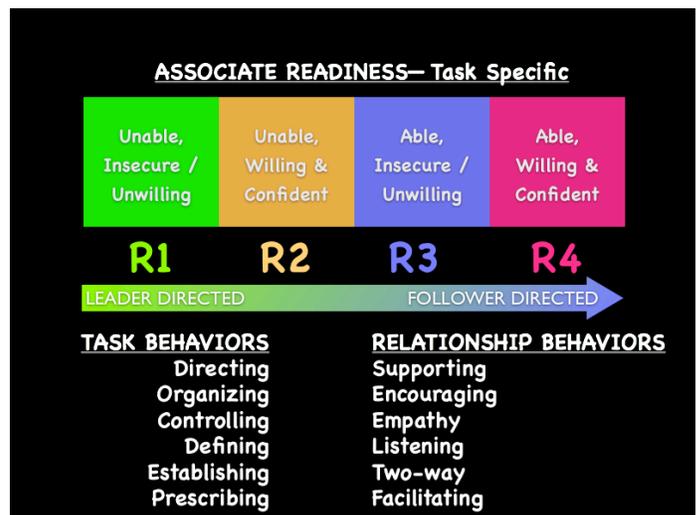
The previous module focused on the first of the elements of the Situational Leadership Framework. This module will address the second element.

1. The ability to make helpful distinctions relative to what is going on with your followers.
2. The ability to match what is going with ones followers with the most effective leadership process, or approach.



## Task vs Relationship Focus

To understand follower Readiness means understanding the interplay of a followers ability and motivation on any given task. To effectively match our Leadership Approach to the followers’ Readiness level means understanding the interplay and application of two distinct areas of focus; Task Focus & Relationship Focus. The bottom half of the slide below shows the differences between these areas of focus.



Situational Leadership helps leaders to understand when and how to apply these two areas of focus to bring out the best in followers. There are a few common traps we see leaders fall into when it comes to applying these areas of focus:

1. Leaders that do a little of both but not enough of either to really make an impact. It's important that leaders learn how to demonstrate these areas of focus in different degrees of intensity. There times when followers and those around you will appreciate you sending strong, clear and focused signals.

2. Leaders that have a disposition toward one area of focus and or neglect the other.

Think about the leader who was most frustrating to work for? Most likely this leader was overdone and overboard on one focus area while not quite balancing it out with the other. Being a leader often means doing things well, even though they may not be your preference or natural strong suite.

The term we use for the leadership approach that is primarily Task focused with little attention to Relationship focus is **Directing**. Directing is a very effective leadership response when working with

followers on activities where they have low ability and are either insecure or unwilling—**Readiness Level I**.

The term we use for the leadership approach that is primarily Task and equally Relationship focused is **Coaching**. Coaching is a very effective leadership response when working with followers on activities where they have low ability and are willing, eager and confident—**Readiness Level II**.

The term we use for the leadership approach that is primarily Relationship (supportive) focused with little attention to Task focus is **Counseling**. Counseling is a very effective leadership response when working with followers on activities

where they have high ability and are either insecure or unwilling—**Readiness Level III**. Alternate terms for counseling are; partnering, advising,

The term we use for the leadership approach that is neither very Task focused or Relationship focused is **Delegating**. Delegating is a very effective leadership response when working with followers on activities where they have high ability and are highly confident, eager and willing—**Readiness Level IV**.

