



Situational Leadership

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P R O M O T I N G E X C E L L E N C E I N G O V E R N M E N T

Training and Development

- Financial management
- Train-the-trainer
- Succession planning
- Human resources and personnel
- Strategic planning
- Leadership development
- Ethics
- Assessments (GOV360)

Governmental Assistance

- Executive searches
- Program evaluation
- Job classification/compensation
- Governance form and function
- Performance measurement
- Customized studies

Situational Leadership

What type of manager are you?

The Equation by the Numbers

- Post the vacant position
- Take resumes
- Interview applicants
- Make a selection

Things do not add up

- You begin to experience problems with the employee completing various tasks to your satisfaction.

What now?



Conflict is not always Bad

- Conflict is the lifeblood of vibrant, progressive, stimulating organizations.
- It sparks creativity, stimulates innovation, and encourages personal improvement.

-David Whetten and Kim Cameron, *Developing Management Skills*

Mixed Feelings about Conflict

- Managers agree that conflict is necessary in a free-enterprise system.
- Managers' actions demonstrate a personal preference for avoiding conflicts whenever possible.

-David Whetten and Kim Cameron, Developing Management Skills

Situational Leadership Model

- Based on Hersey, Blanchard, and Johnson
- Four quadrants of supervisor behavior
- Leader goes where the follower is

Employee - Follower

- To perform a given task, the employee needs ability and willingness
- Ability refers to knowledge, skills, and resources.
- Willingness refers to desire, confidence, motivation, or commitment.

Follower Readiness

- **R1** – Unable and Unwilling (Insecure)
- **R2** – Unable but Willing (Confident)
- **R3** – Able but Unwilling (Insecure)
- **R4** – Able and Willing (Confident)

Leader Decision Styles

- **S1** (Telling) leader made decision
- **S2** (Selling) leader made decision with dialogue and/or explanation
- **S3** (Participating) leader and follower made decision or follower made decision with encouragement from leader
- **S4** (Delegating) follower made decision

Leader - Follower

S3 or Participate for R3	S2 or Sell for R2
S4 or Delegate for R4	S1 or Tell for R1

Mismatches between R1-4 and S1-4

- Have adverse impacts
- May result in diminished motivation
- May result in poor performance
- Leader's responsibility

Coaching

- Lack of ability
- Insufficient information
- Insufficient understanding
- Incompetence

-David Whetten and Kim Cameron, *Developing Management Skills*

Counseling

- Attitudes
- Personality clashes
- Defensiveness
- Other factors tied to emotions

-David Whetten and Kim Cameron, *Developing Management Skills*

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Thank You!!!