

*The Most Useful Management Tool I  
Know:*

# **Situational Leadership**

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# What is your preferred Leadership Style?

Supporting	Coaching
Delegating	Directing

# Real Leadership is

- Not “Comfort zone leadership”
- But giving Team-members the leadership *they need*
- Focus *first* on Team-members, *then* on the leader’s style

# Focus on Team-member

*Assess Team-member's task-specific readiness...*

	<b>SKILL</b>	<b>WILL</b>	
Aptitude			Drive
Education			Incentive
Training			Security
Experience			Role understanding

# How ready is s/he to do the task?

	SKILL	WILL
R4		
R3		
R2		
R1		

# Exercise - Assessing Readiness

- Pair up with someone you don't know
- Person A is the leader, Person B is the team-member being asked to perform a task chosen by A from the list below, in which A is reasonably expert.
- A is to determine from a series of questions (which B is to answer *truthfully!*) how **READY** B is for the task.

Tasks: lead a Bible-study; build a garage; teach children's Sunday School class; set up a bookshop in your church; discipline (possibly fire) a subordinate.

# Components of Leadership

*When there is a job to be done*

- **Task** behaviour is needed: tell, show, explain, reinforce, correct

*When we want to build a person up*

- **Relationship** behaviour is needed: encourage, praise, support, involve, affirm.

**HOW MUCH OF EACH ONE TO USE??**

# Must Match Style to Readiness

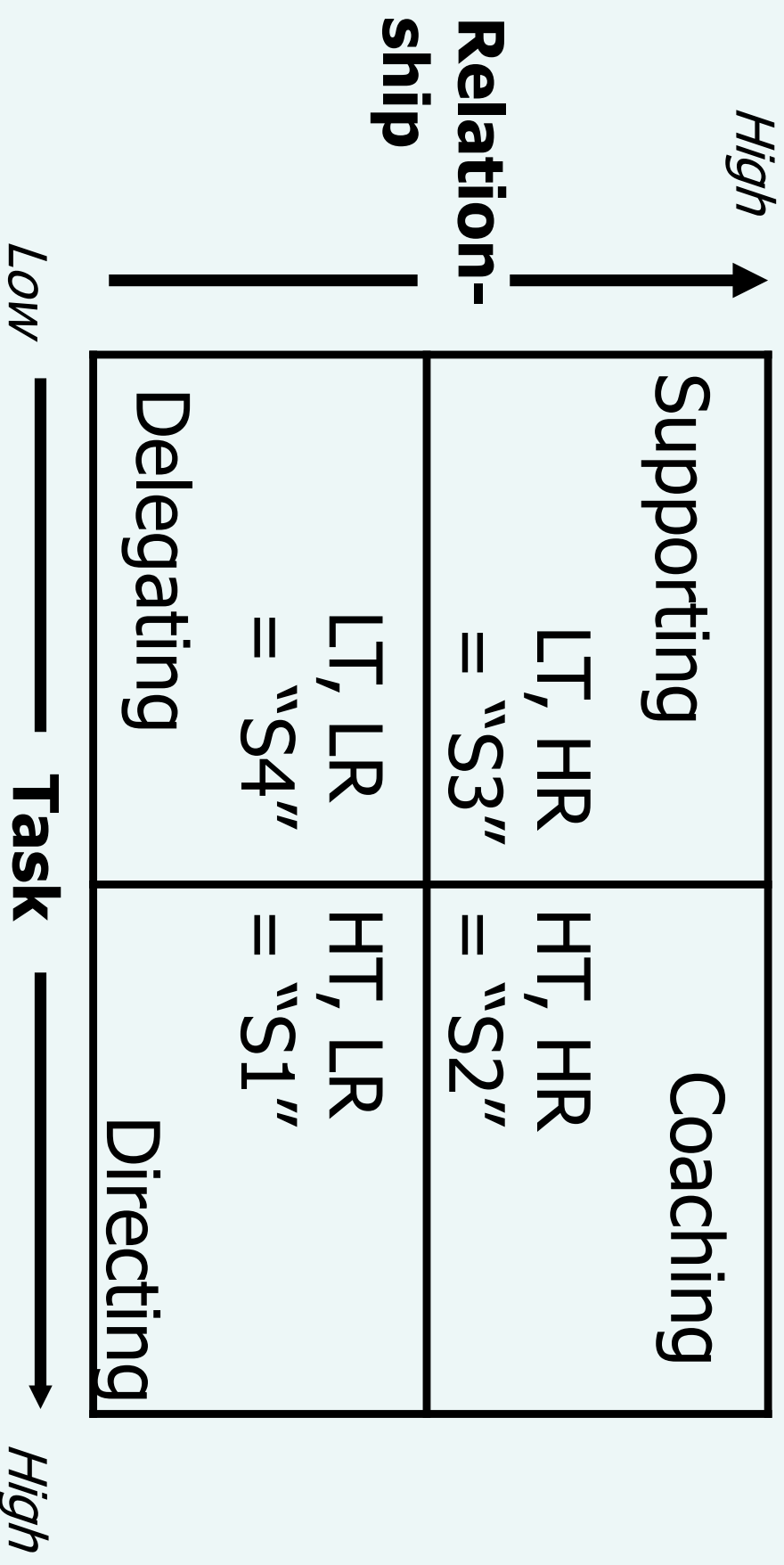
- Apply the right combination of *Relationship* and *Task Orientation*
- *Task* helps build up skill and confidence
- *Relationship* helps improve motivation and confidence



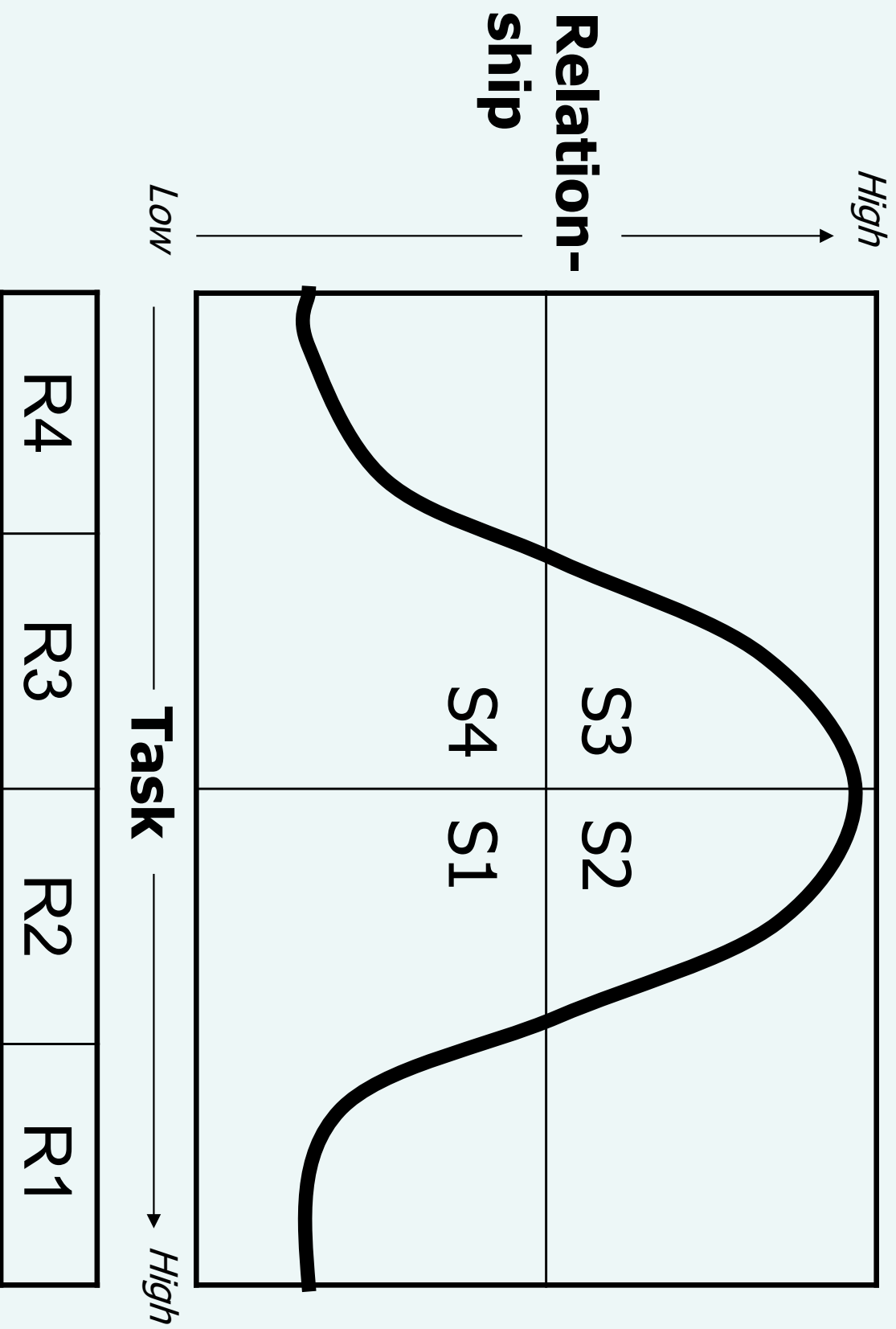
# Situational Leadership

- Matches leadership style to Team-member's *task-specific* readiness
- Aims to bring Team-member to maximum readiness as fast as possible
- Changes to meet different needs, different situations

# Leadership Behaviour: Combining Task and Relationship



# Putting It All Together



# Matching Style to Need

	R1	R2	R3	R4
S4	Black	Black	White	Gray
S3	Black	White	Gray	White
S2	White	Gray	White	Black
S1	Gray	White	Black	Black

# Role-Play:

## Matching Style to Readiness

- Pair up again: A and B
- Agree on the task to be role-played
- Using Leadership Styles assigned to each party, A is to instruct B to carry out task.

Tasks: lead a Bible-study; build a garage; teach children's Sunday School class; set up a bookshop in your church; discipline (possibly fire) a subordinate.

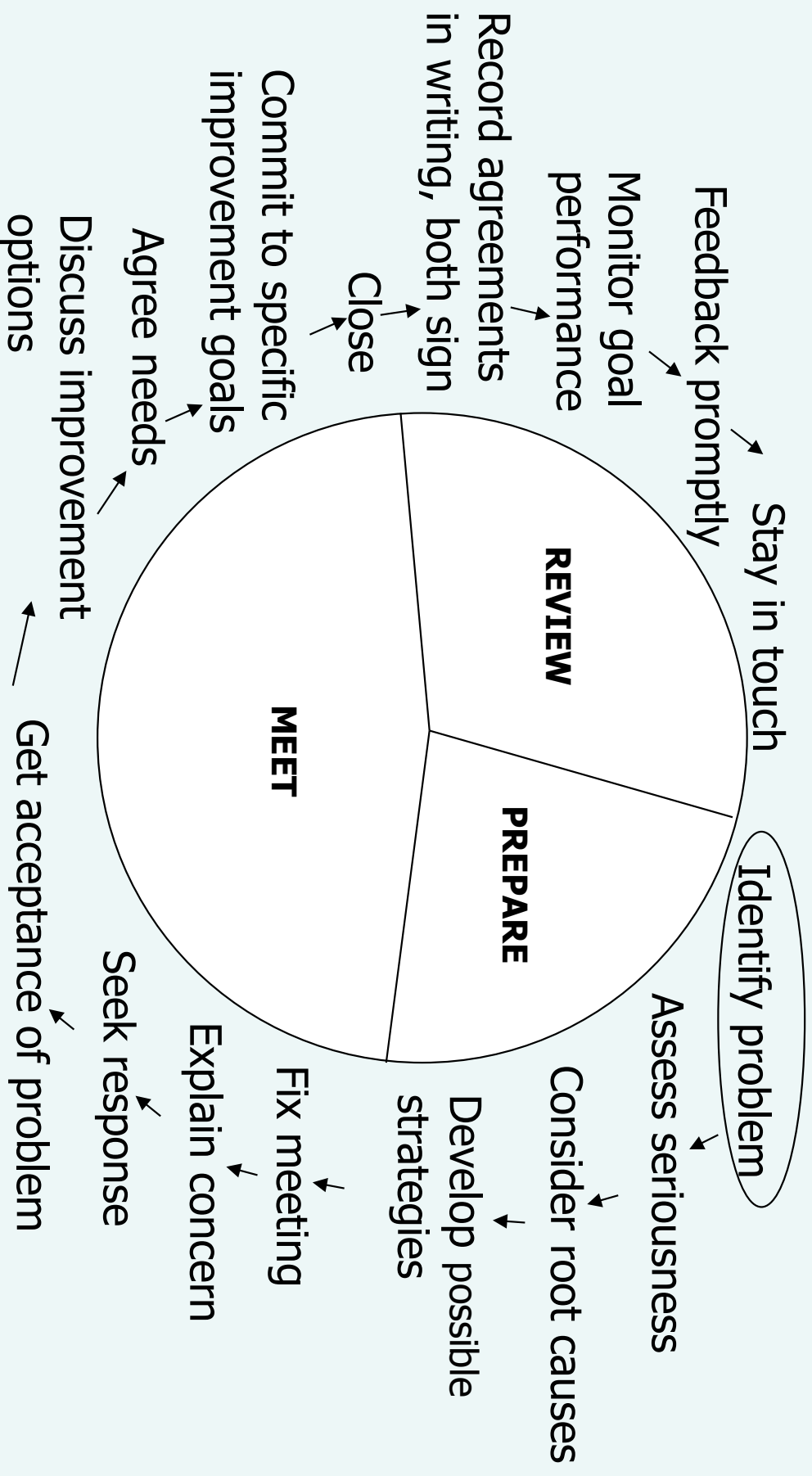
# Coaching and Feedback

- If we are satisfied with someone
- Do we tell them?
- If we are dissatisfied with someone
- Do we tell them?

*“How can they hear without someone teaching them?”*

Romans 10:14

# The Coaching and Feedback Cycle



# Role Play: Coaching & Feedback

- Pair up with someone: A is the leader, B is the team-member.
- A has noted that in meetings, B keeps interrupting other people to put his/her point of view starting to be a real problem with other team-members.
- A has asked for a meeting with B and now wants to tackle the problem.
- After 5 minutes and a 1 minute break, reverse roles.
- Discuss with each other how you felt as follower, what things the leader handled well, what things they could do better.



# Servant Leadership

The best example of leadership is Jesus  
Christ the Servant King.

- Meeting *needs*, rather than *wants* (Matt. 7:9-12)
- Giving *clear instruction and feedback* where needed (John 3)
- *Correcting followers* when wrong (Mark 10:42-45)

**We will lead best if we serve our followers as  
Jesus did.**

# Recommended Reading

**Leadership and The One Minute Manager, Kenneth Blanchard, Spencer Johnson**

- **Paperback** 112 pages (July 2000)
- **Publisher:** HarperCollins Business (*One Minute Manager Series*)
- **ISBN:** 0007107927

**Leadership Is an Art, Max DePree**

- **Paperback** 176 pages (May 1, 2004)
- **Publisher:** Currency
- **ISBN:** 0385512465

**Leadership Jazz Max DePree**

- **Paperback** 228 pages (October 1, 1993)
- **Publisher:** Bantam Doubleday Dell Publishing Group
- **ISBN:** 0440505186