

Module II

# *Situational approach (SL)*

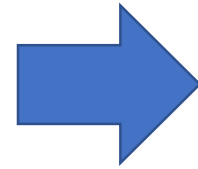
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# The link between motivation and leadership

- Employees are motivated by different needs/things
- Needs can
  - Vary in strength and importance
  - Change over a lifetime



There is no one universal leadership style

“Leaders match their style to [the competence and commitment](#) of subordinates” (*Authors of situational approach to leadership: Hersey & Blanchard, 1969*)



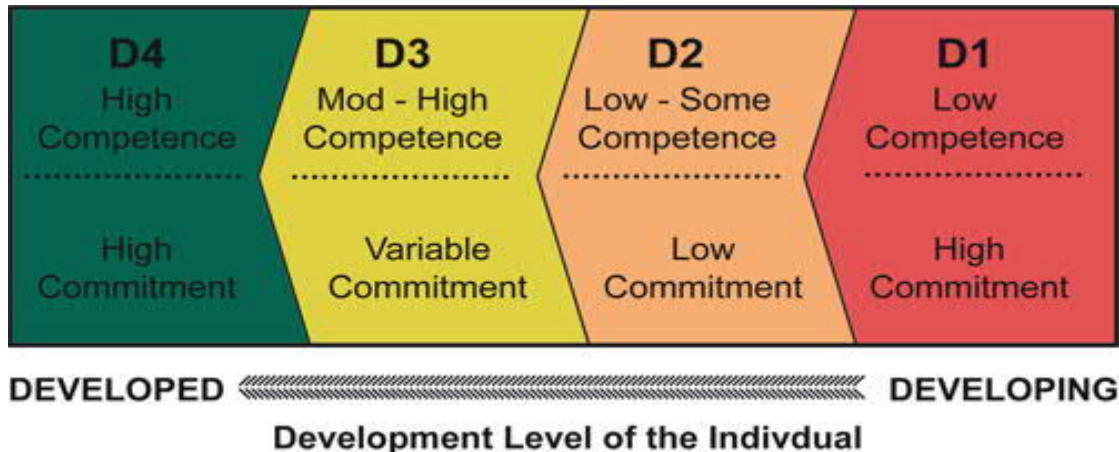
# Situational Approach to Leadership

- Focuses on leadership in situations
- Emphasizes adapting style - different situations demand different kinds of leadership

# How SL works?

## (1) Leader diagnoses the development level of employee

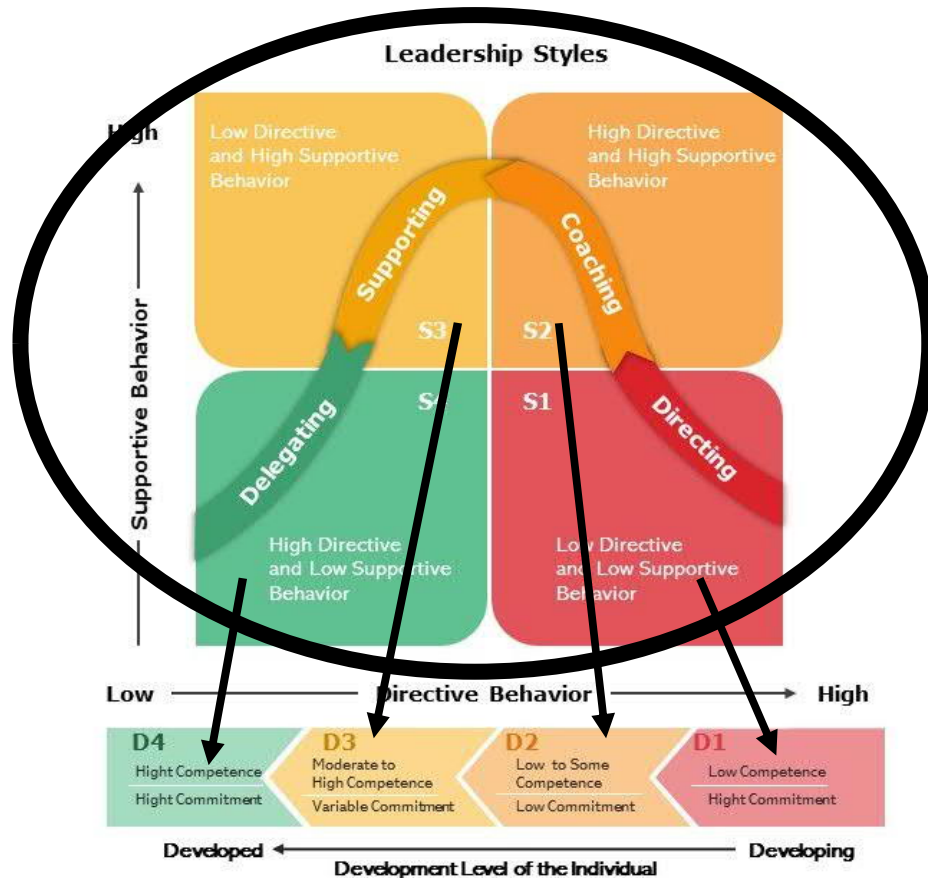
Development level is the degree to which subordinates have the *competence and commitment* necessary to accomplish a given task or activity



D1: Enthusiastic beginner  
 D2: Disillusioned learner  
 D3: Reluctant contributor  
 D4: Peak performer

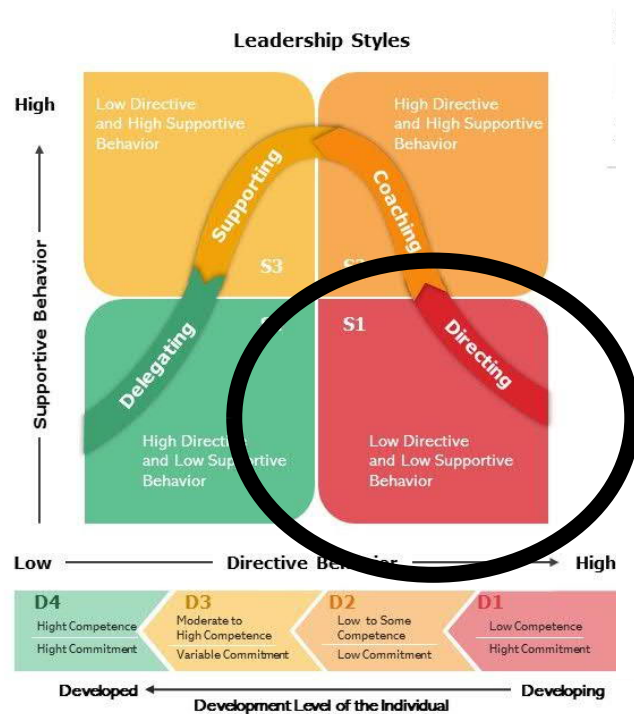
# How SL works?

Step 2: Leader adapts his/her leadership style to match subordinate developmental level



- S1: Directing
- S2: Coaching
- S3: Supporting
- S4: Delegating

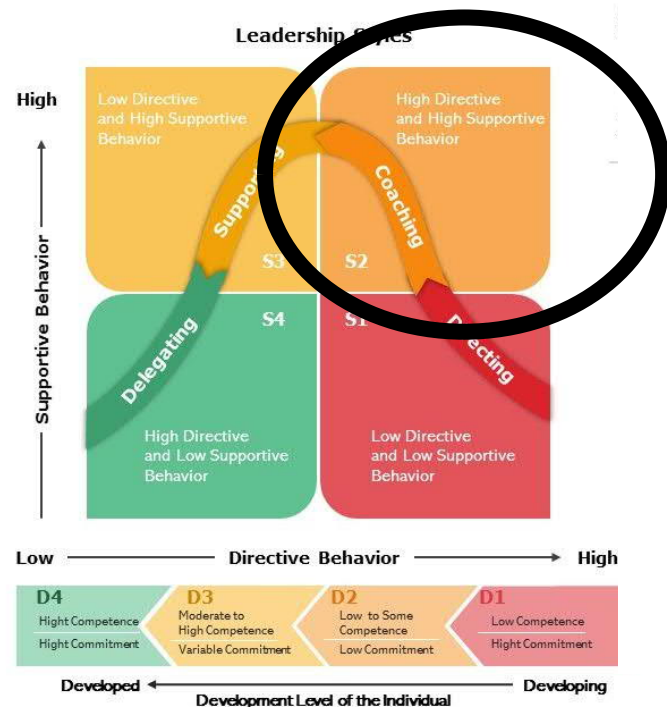
# S1:D1 Directive approach



“My way...”

- Leader communicates how to perform tasks and achieve goals
- Leader spend LESS time using supportive behaviors
- Examples:
  - Job instructions
  - Major steps
  - Key points
  - Reasons why
  - Compliance Management Systems

# S2:D2 Coaching approach

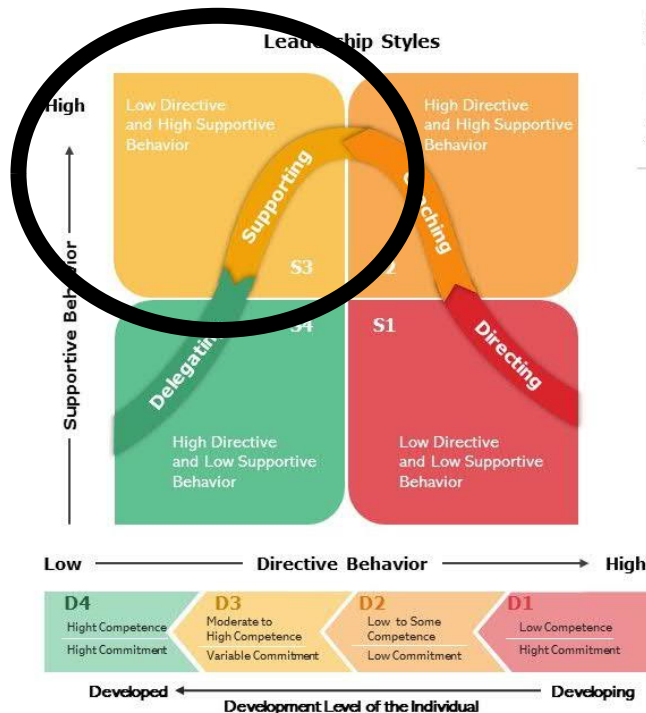


“My way...your input”

- Leader focuses communication on BOTH goal achievement and supporting subordinates' socio-emotional needs
- Requires leader involvement through encouragement and asking for subordinate's input
- In Toyota, for example, practical problem solving (e.g., 8 steps approach)

# S3:D3 Supporting approach

“Your way...my input”

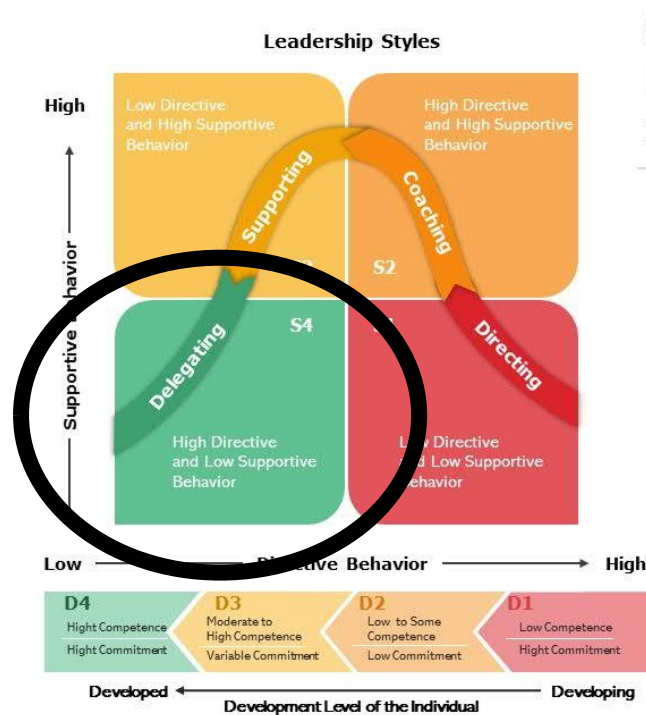


- Leader delegates day-to-day decision-making control, but is available to facilitate problem solving
- Leader inspires and persuades employee
- In Toyota, for example, Improvement Project



# S4:D4 Delegating

“Your way”



- Leader offers LESS task input and social support
- Leader facilitates subordinates' confidence and motivation in relation to the task
- Leader minimizes involvement in planning, control of details, and goal
- In Toyota, for example, new product or project

# Criticisms

- Fails to adequately address the issue of one-to-one versus group leadership in an organizational setting
- Conceptualization of commitment itself and why it varies are unclear
- Can leaders be so flexible?