



WHEN TO USE EACH STYLE

<p>High</p> 	<p>HIGH DIRECTIVE & LOW SUPPORTIVE BEHAVIOR (Style 1 - Directing)</p> <p>In emergency situations; when there are short time demands; and with inexperienced, but motivated people</p> <ul style="list-style-type: none"> ❖ Identifies problem(s) ❖ Set(s) and defines roles ❖ Develops action plan to solve problem(s) ❖ Controls decision making about what, how, when, and with whom ❖ Provides specific directions and engages largely in one-way communication ❖ Initiates problem solving and decision making ❖ Announces solutions and decision ❖ Supervises and evaluates the work of followers 	<p>HIGH DIRECTIVE & HIGH SUPPORTIVE BEHAVIOR (Style 2 - Coaching)</p> <p>When people lack commitment, and want to participate, but only have some of the skills they need to accomplish the task.</p> <ul style="list-style-type: none"> ❖ Identifies problem(s) ❖ Set(s) ❖ Develops action plan to solve problem(s), then consults followers ❖ Explains decision to follower and solicits ideas; two-way communication is increased ❖ Supports and praises the follower's initiative ❖ Makes final decision about procedures and solutions after hearing follower's ideas ❖ Continues to direct the follower's work ❖ Evaluates follower's work
	<p>LOW SUPPORTIVE & LOW DIRECTIVE BEHAVIOR (Style 4 - Delegating)</p> <p>When people are competent and committed, confident and motivate.</p> <ul style="list-style-type: none"> ❖ Defines problems with follower ❖ Sets goals collaboratively ❖ Allows follower to develop an action plan: control decision making about the problem and how it is to be solved 	<p>HIGH SUPPORTIVE & LOW DIRECTIVE BEHAVIOR (Style 3 - Supporting)</p> <p>When people are competent, but have variable commitment; they lack self-confidence and need support to accomplish the task.</p> <ul style="list-style-type: none"> ❖ Involves follower(s) in problem identification and goal setting ❖ Asks the follower to define how the task is to be done ❖ Provides assurance, support, resources, and ideas, if requested ❖ Shares responsibility for problem solving and decision making with follower

Directive	<ul style="list-style-type: none"> ❖ Only periodically monitors follower's performance ❖ Allows follower(s) to evaluate own work ❖ Allows follower(s) to take responsibility and receive credit 	<ul style="list-style-type: none"> ❖ Listens and facilitates follower's problem solving and decision making ❖ Works with follower to evaluate follower's work
Low	<div> <div>Low Supportive</div> <div>  </div> <div>High</div> </div>	

SITUATIONAL VARIABLES IN DETERMINING THE APPROPRIATE LEADERSHIP STYLE TO USE

1. Organizational culture and level of change at the time. 3. Organizational culture and level of change at the time	2 Task – it's importance, complexity and deadline 4 The follower's development level
What does a Style 1 Leader do? <ul style="list-style-type: none"> ❖ Identifies problem(s) ❖ Set(s) and defines roles ❖ Develops action plan to solve problem(s) ❖ Controls decision making about what, how, when, and with whom ❖ Provides specific directions and engages largely in one-way communication ❖ Initiates problem solving and decision making ❖ Announces solutions and decision ❖ Supervises and evaluates the work of followers 	What does a Style 2 Leader do? <ul style="list-style-type: none"> ❖ Identifies problem(s) ❖ Set(s) ❖ Develops action plan to solve problem(s), then consults followers ❖ Explains decision to follower and solicits ideas; two-way communication is increased ❖ Supports and praises the follower's initiative ❖ Makes final decision about procedures and solutions after hearing follower's ideas ❖ Continues to direct the follower's work
What does a Style 3 Leader do?	

<ul style="list-style-type: none"> ❖ Involves follower(s) in problem identification and goal setting ❖ Asks the follower to define how the task is to be done ❖ Provides assurance, support, resources, and ideas, if requested ❖ Shares responsibility for problem solving and decision making with follower ❖ Listens and facilitates follower's problem solving and decision making ❖ Works with follower to evaluate follower's work 	<p>Evaluates follower's work What does a Style 4 Leader do?</p> <ul style="list-style-type: none"> ❖ Defines problems with follower <ul style="list-style-type: none"> ❖ Sets goals collaboratively ❖ Allows follower to develop an action plan: control decision making about the problem and how it is to be solved ❖ Only periodically monitors follower's performance ❖ Allows follower(s) to evaluate own work ❖ Allows follower(s) to take responsibility and receive credit
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