**WHEN TO USE EACH STYLE**

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| High | **HIGH DIRECTIVE & LOW**  **SUPPORTIVE BEHAVIOR (Style 1 - Directing)**  In emergency situations; when there are short time demands; and with inexperienced, but motivated people   * 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 | **HIGH DIRECTIVE & HIGH**  **SUPPORTIVE BEHAVIOR (Style 2 - Coaching)**  When people lack commitment, and want to participate, but only have some of the skills they need to accomplish the task.   * 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 |
| Directive  Low | **LOW SUPPORTIVE & LOW DIRECTIVE BEHAVIOR (Style 4** - **Delegating )**  When people are competent and committed, confident and motivate.   * 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 * Only periodically monitors  follower’s performance * Allows follower(s) to evaluate own work * Allows follower(s) to take responsibility and receive credit | **HIGH SUPPORTIVE & LOW DIRECTIVE BEHAVIOR (Style 3 - Supporting)**  When people are competent, but have variable commitment; they lack self-confidence and need support to accomplish the task.   * 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 |
|  | Low Supportive  High | |

**SITUATIONAL VARIABLES IN DETERMINING THE APPROPRIATE LEADERSHIP STYLE TO**

**USE**

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| 1. Organizational culture and level of   change at the time.   1. Organizational culture and level of   change at the time | 1. Task – it’s importance, complexity and deadline 2. The follower’s development level |
| What does a Style 1 Leader do?   * 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?   * 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?   * 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 | Evaluates follower’s work What does a Style 4 Leader do?   * 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 * Only periodically monitors  follower’s performance * Allows follower(s) to evaluate own work * Allows follower(s) to take responsibility and receive credit |