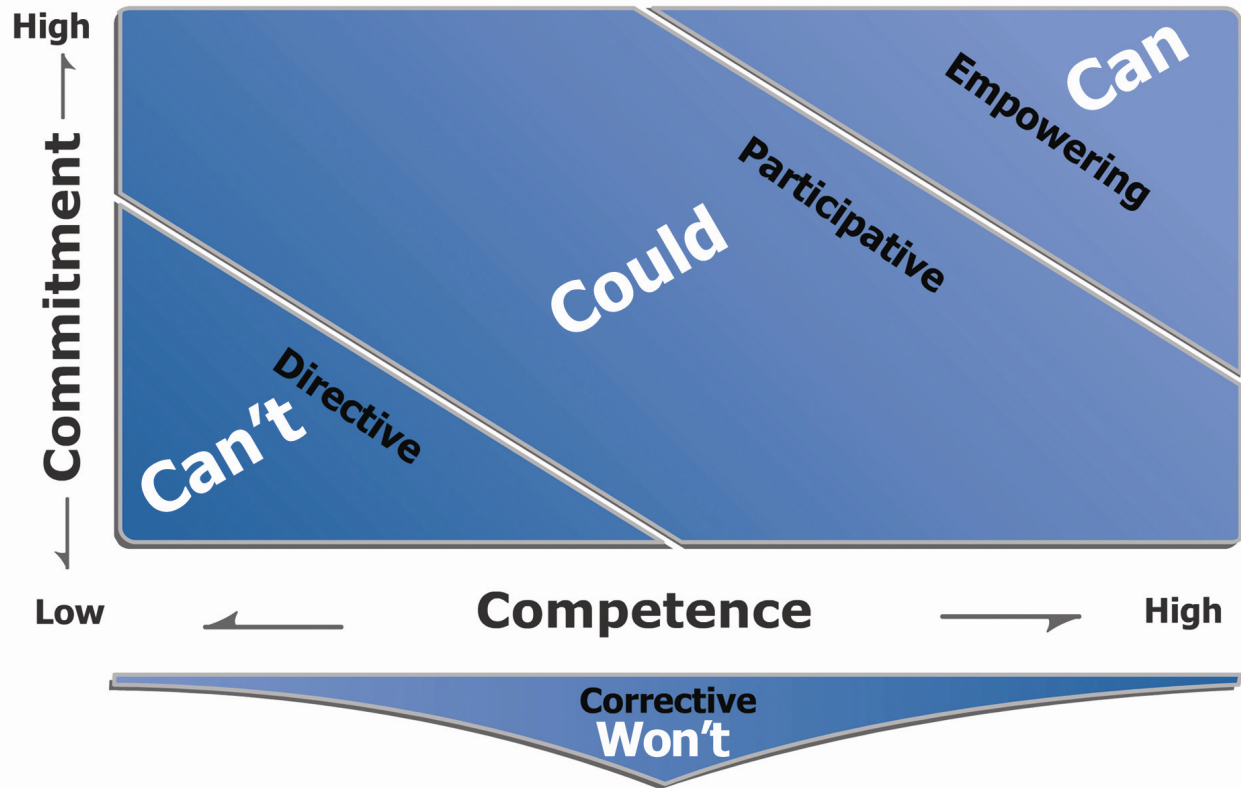


# HIGH-IMPACT LEADERSHIP MODEL



Follower readiness can be described as a combination of task-specific **COMPETENCE** and **COMMITMENT**.

Leaders should be:

- **DIRECTIVE** with those who otherwise **CAN'T** perform.
- **PARTICIPATIVE** with those who **COULD** perform.
- **EMPOWERING** with those who **CAN** perform.
- **CORRECTIVE** with those who **WON'T** perform.

**DEVELOPED BY SAM K. SHRIVER**



# BEHAVIORAL SPECIFICS

FOLLOWER READINESS	LEADERSHIP STYLE
WON'T	CORRECTIVE
<ul style="list-style-type: none"> <li>Intentionally does not comply</li> <li>Ridicules the job process</li> <li>Patronizes the manager and others</li> </ul>	<ul style="list-style-type: none"> <li>Statement of standards</li> <li>Administration of consequences</li> <li>Formal documentation</li> </ul>
CAN'T	DIRECTIVE
<ul style="list-style-type: none"> <li>Offers opinions rather than facts</li> <li>Is unaware of problems</li> <li>Sees a narrow range of possible fixes</li> </ul>	<ul style="list-style-type: none"> <li>Leader made decisions</li> <li>Close supervision</li> <li>Limited follower input</li> </ul>
COULD	PARTICIPATIVE
<ul style="list-style-type: none"> <li>Asks questions ... enthusiastic</li> <li>Takes on more than they can handle</li> <li>Avoids responsibilities</li> <li>Avoids manager</li> </ul>	<ul style="list-style-type: none"> <li>Explains decisions</li> <li>Asks questions</li> <li>Solves problems</li> <li>Participates</li> </ul>
CAN	EMPOWERING
<ul style="list-style-type: none"> <li>Develops fresh approaches</li> <li>Assists in the development of others</li> <li>Makes on-line decisions</li> </ul>	<ul style="list-style-type: none"> <li>Runs interference</li> <li>Outlines desired outcomes</li> <li>Lets followers determine process</li> </ul>