
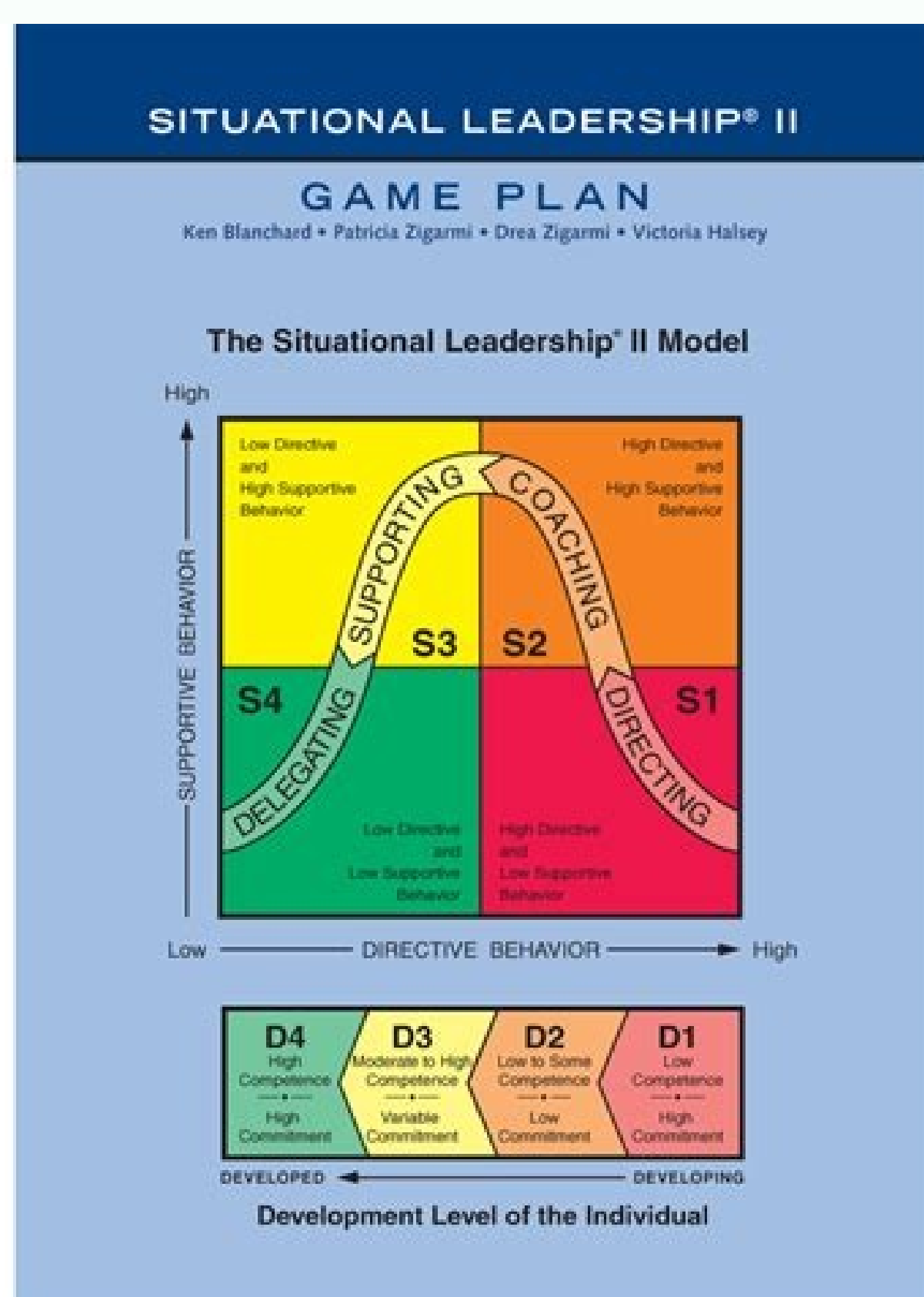
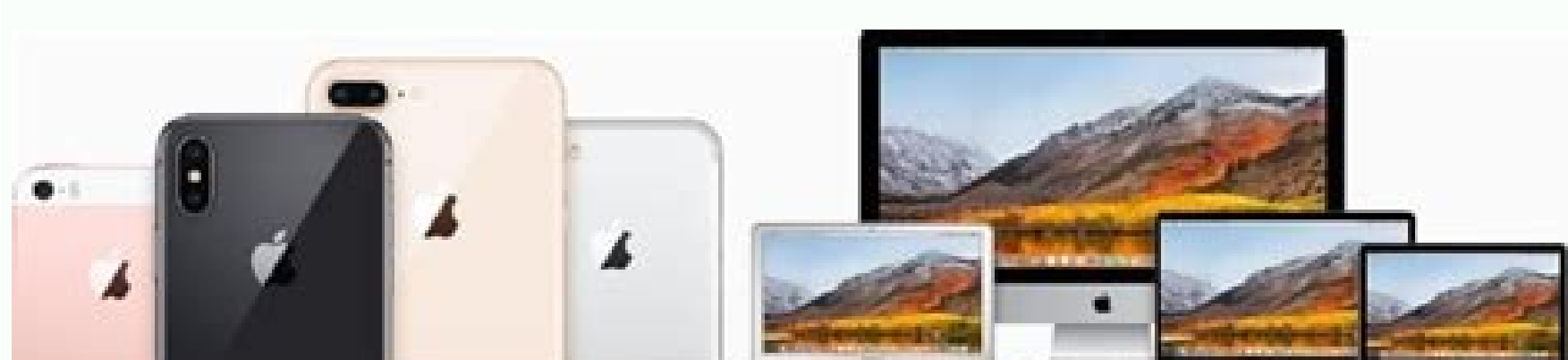
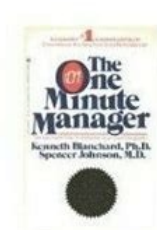
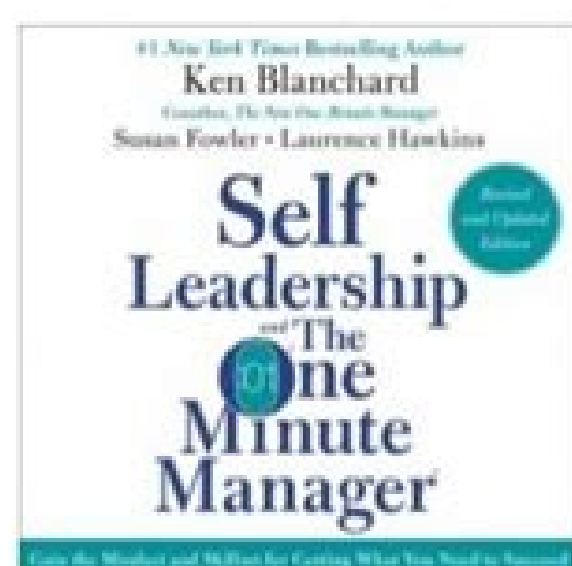


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Situational Leadership Style

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What is Situational Leadership?

- Situational leadership refers to when the leader or manager of an organization must adjust his style to fit the development level of the followers he is trying to influence.
- With situational leadership, it is up to the leader to change his style, not the follower to adapt to the leader's style.
- In situational leadership, the style may change continually to meet the needs of others in the organization based on the situation.

From Engagement to Work Passion

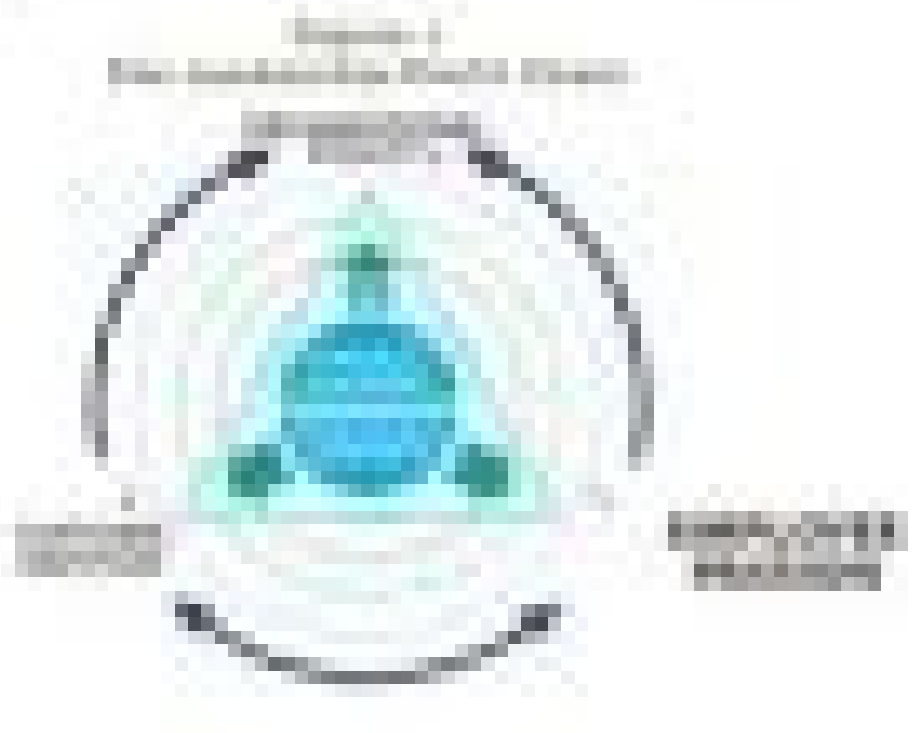
A deeper understanding of the work passion phenomenon

The work passion phenomenon is a complex one, involving a range of factors that contribute to an individual's level of engagement and passion for their work. This article explores the various elements that influence work passion, from individual characteristics to organizational culture, and offers practical insights into how leaders can foster a more passionate and engaged workforce.

Work passion is a state of intense, positive affect and energy that is directed towards a specific work-related activity. It is characterized by a sense of purpose, a strong commitment to the task, and a willingness to go above and beyond the call of duty. This state of mind is not only beneficial for the individual, but also for the organization as a whole, as it leads to higher productivity, better quality of work, and increased loyalty.

There are several factors that can influence an individual's level of work passion. These include personal characteristics such as personality, self-efficacy, and intrinsic motivation. Organizational factors such as leadership style, organizational culture, and the nature of the work itself also play a significant role in shaping work passion.

Leaders can take several steps to foster a more passionate and engaged workforce. First, they should focus on creating a supportive and motivating work environment. This includes providing clear direction, offering opportunities for growth and development, and recognizing and rewarding employees for their contributions. Second, leaders should encourage a culture of open communication and collaboration, where employees feel comfortable sharing their ideas and concerns. Finally, leaders should lead by example, demonstrating a high level of passion and commitment to their work.



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Retrieved [insert date] from Toolshero: Published on: 03/14/2012 | Last update: 05/02/2022 Add a link to this page on your website: Toolshero.com: Situational Leadership Model (SLM) The leader has to realise that delegating involves keeping distance; the employee is responsible for the decisions. This is also sometimes referred to as task-oriented leadership with little or no concern for human relationships and support. Both the maturity of the employees and their attitudes are determinative. Comparison to transformational leadership The comparison with Transformational Leadership is an easy one, although these are two distinct leadership methods. It is not just the personal characteristics of the leader that are decisive; those of his employees are too. Situational leadership can always be applied however. When the employee shows progress, he should be complimented to make him feel confident about his skills. In addition to the various situations, the leader will have to adapt his situational leadership styles to the suitability of his employees. Supporting: little direction by the leader and a lot of support; high competence and low motivation. Boosting confidence and letting go are the foundational techniques of delegating. (2012). A situation like this might make an employee insecure. It is a good idea for the leader to give that confidence to the employee and remind him of other tasks and projects that he did do well in the past. Situational Leadership Model (SLM). In addition, the situation is determinative and the leadership style depends on this. It may be experienced as threatening when an employee is not competent enough to perform a task. In addition, they have to have sufficient knowledge and skills to complete their tasks independently, and have enough motivation to lead themselves. The employee will get more responsibility when he is more suitable for a certain task. Situational Leadership: in this article the Situational Leadership Model (SLM) is explained. It helps to compliment the employee about progress he is making and not overburdening him with too much information at once. Transformational leadership supports employees during (significant) changes within the organisation, giving them trust and stimulating them to adjust to the change and contribute ideas. They become motivated because of their independence and as a result a leader does not have to consult with them continuously. S2. Despite this interaction, it is important that the leader is aware of the adoption of his leadership style in different situations. This can make him stagnate and lose confidence. In their situational leadership theory they indicated that the effectiveness of the leadership style is dependent on the situation. S4: Delegating At this level the employees can and want to carry out their tasks independently, they have a high level of task maturity as a result of which they need less support. The leader makes the final decisions. In addition, employees will always develop themselves in the (positive) direction of delegating (S4). On the vertical axis, they indicate low to high supportive behavior; the degree of support to the employees. This may have different causes. This situational approach consequently results in four leadership styles. That way, it becomes clear if the instructions have been correctly understood. Employees inform the leader about their progress of their own accord and at the same time they indicate when problems present themselves or when the work is stagnating. In that case, the employee will not score as high on Maturity as a colleague who is highly motivated. They are employees who have not reached full maturity and are hindered by circumstances for example a change or a reform of the organization. These are also called development levels. It is possible to plan evaluation moments in order to monitor progress and check if everything is going according to plan. That is why support from the leader is important. This will increase his security which in turn will have a positive influence on his qualities. The horizontal axis the level of maturity (independence of the employee) is indicated in the gradation high to low. After all, it takes people a few months to as long as a year to be able to work fully. Therefore Paul Hersey and Ken Blanchard distinguish four levels of maturity, or leadership approaches, that can be placed in their situational leadership model. By this is meant the level of direction provided to the employee. Founders Paul Hershey and Kenneth Blanchard have developed a model that links leadership styles and situations. By explaining his decision-making and by listening to the employee and giving him undivided attention, the leader is guiding him. Specific instructions are important here, as are communication at a level of equals. What is Situational Leadership? S3: Participating (Supporting) At this level, the employees are capable but (temporarily) unwilling. S1: Telling (Directing) At this level, the leader has to deal with employees that are not competent and (still) unmotivated. Do you recognize the practical explanation or do you have more suggestions? The performance readiness level is the combination of the willingness and ability of an employee to perform a task. In the 1970s Hershey and Blanchard specified and further developed the concept of situational leadership. Directing: a lot of direction by the leader and little support; low competence and low motivation. The employee needs to be stimulated and has to get back the confidence to make decisions independently again. That is why he needs specific instructions in the form of composed tasks. In an emergency he does well to apply the S1 Telling style, whereas S4 is more appropriate for an independently operating project group. This type of employee can benefit from some calm, face-to-face brainstorming or sparring about a question or an issue. A high commitment level is seen as a crucial determining factor for success. According to Hershey and Blanchard the main factors are independence and suitability. The leader makes the decisions, but it is good if the employee asks questions and wants to know the purpose of the task. There, the support by the leader (relationship-oriented) in combination with direction by the leader (task-oriented) play an important role. New and/or inexperienced employees are not capable enough to carry out tasks independently. Get Toolshero updates on new methods, models and theories! It's Your Turn What do you think? As the maturity increases, the independence of the employee also increases accordingly. It is also possible that a mistake has been made for which the employee blames himself. Situational Leadership Model : Leadership styles According to Paul Hersey and Ken Blanchard a leader will have to adapt his type of leadership style to the level of maturity of the employee. This article explains the styles, effectiveness and interaction in a practical and recognizable manner. Situational Leadership Model : Adjustment of leadership behavior Through situational leadership, leadership task behavior is immediately adjusted to the employee's behavior. Based on these two factors, they directly link four situational leadership styles. Situational Leadership Model Paul Hersey and Ken Blanchard designed these four styles of situational leadership on the basis of a parabola. It is a good idea for a leader to have the employee repeat in his own words what he is supposed to do. S1. This leadership style is also called selling for a reason; the leader has to 'sell' the tasks to the employee and convince him that he is able to do them. This might cause him to postpone the task or do this unwillingly. But what is determinative for the situation? What are your success factors for the good situational leadership? To take away this insecurity, it is important that the leader confers with the employees and supports them in their work. Delegating may seem easy, but it rarely is in practice. In that sense, it is similar to situational leadership. Sie verwenden einen veralteten Browser. Good instruction and monitoring of the entire work process would be the best style of leadership in this situation. This employee wants to set to work enthusiastically but he cannot work independently because of his lack of skills and knowledge. Maturity The level of independence of the employee or team members depends on a number of factors. Delegating: little direction by the leader and little support; high competence and high motivation. Paul Hersey and Ken Blanchard indicate that a number of factors are decisive for the style of leadership. How do you apply situational leadership in your daily practice? Share your experience and knowledge in the comments box below. More information How to cite this article: Mulder, P. If an employee starts in a new position within the organisation, it will take some time for him to become Mature in there as well. Bitte aktualisieren Sie Ihren Browser damit die Seite verwendet werden kann. Transformational leadership is mostly relevant for changing organisations. Do you want unlimited and ad-free access? If things go well, compliments are in order. Not just the final objective is made clear, but also the steps that have to be taken along the way. That increases his confidence and makes his superior someone he can talk to. Situational Leadership Model : Interaction Vice versa, the leader and his situational leadership style will directly influence the suitability of an employee. The employee will receive a lot of direction from the leader when it comes to the tasks they have to fulfil. Coaching: a lot of direction by the leader and a lot of support; low competence and high motivation. In the 1970s Paul Hersey and Ken Blanchard specified and further developed the concept of their Situational Leadership Model. This can make them insecure and reluctant. It should be noted that a leader must be willing to be very flexible with respect to his employees. In the opposite direction on the horizontal axis the directive behavior from low to high is indicated. S4. First or all, experience is an important indicator to find out whether an employee is able to independently do their job and take (full) responsibility for it. This style can be compared to the consultative leadership style. The employee is allowed to take some risks and trust in his own abilities. Newly hired staff, recent graduates and interns will be at the low side of Maturity for longer. Where Transformational Leadership is mostly focused on a different way of leading an organisation going through a change, such as a merger, downsizing, or reorganisation, situational leadership looks at the situation, the employees' independence and the complexity of the work. S3. By having employees participate in the decision-making process, acceptance will increase and the employees will be able to work independently again. Being a leader is not always easy and leadership in the work environment can be executed in different ways. Using Transformational Leadership, leaders are able to hold many discussions with their employees, openly informing them and engaging them in debate, increasing mutual trust. They are qualified workers but because of the number of tasks, they might get the idea that they are being inundated with work. Someone who has been in the same position for years, might be skilled and experienced, but could be struggling with motivation because of a lack of career opportunities. It is a good idea for a leader to discuss the final goal with the employee, when the task has to be (deadline) and how he plans to carry it out. S2: Selling (Coaching) At this level the employees have a desire to work independently but they are not capable of doing this yet.

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