

>> INTRODUCTION

Kenneth Blanchard and Paul Hersey's **Situational Leadership** model proposes that different leadership styles should be used in different situations.

Leadership style was understood by Blanchard and Hersey in terms of how much direction and support are given to followers. Their matrix model sets out different levels of leadership within four quadrants.

Directing – defining roles/tasks, close supervision, making decisions, one-way communication

Coaching – define roles/tasks, but encourage suggestions and input. Communication more two-way, though decisions made by leader

Supporting – routine decisions passed down. Leader facilitation and involvement, but not controlling

Delegating – follower/s decide on the level of leader involvement in decisions and problem-solving

>> HOW CAN THIS HELP ME?

The model can be used to analyse the leadership needs for the situation you are in, so that you can select the appropriate leadership style to use. A common example is supporting a new member of staff – the manager's approach may move from right to left along the path through each quadrant as the new team member develops their skills, knowledge and confidence. A similar approach may be taken with a current employee taking on a new task, or with a team.

>> ADDITIONAL RESOURCES

Management of organizational behaviour, 5th ed., Paul Hersey and Ken Blanchard
London: Prentice Hall, 1988

Leading at a higher level: Blanchard on leadership and creating high performing organisations, Ken Blanchard
Harlow: FT Prentice Hall, 2010

Kenneth Blanchard: the one-minute manager (CMI Management Thinker 025)

>> THE MODEL

