SITUATIONAL LEADERSHIP FOR FIELDWORK SUPERVISORS

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After participating in this presentation, the learner will be able to apply principles of Situational Leadership to supervision of occupational therapy fieldwork students.
WHAT KIND OF A LEADER ARE YOU?
WHAT KIND OF A LEADER ARE YOU?

- Director?
- Coach?
- Supporter?
- Delegator?
The Hersey & Blanchard Situational Leadership II model (Blanchard, Zigarmi, & Zigarmi, 1985) provides a framework by which a leader systematically varies his or her leadership style to fit the needs of the follower.

All information in this presentation is taken from:
The model starts with an analysis of the follower’s development on two factors:

1. **Competence**—the level of knowledge and skills gained through education, training, and/or experience

2. **Commitment**—a combination of confidence and motivation
## Developmental Levels

<table>
<thead>
<tr>
<th>Developmental Level</th>
<th>Competence</th>
<th>Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>High</td>
<td>Low</td>
</tr>
<tr>
<td>D1</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>D2</td>
<td></td>
<td>(some to low)</td>
</tr>
<tr>
<td>D3</td>
<td>(moderate to high)</td>
<td>(variable)</td>
</tr>
<tr>
<td>D4</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>
The follower’s developmental level is estimated regarding competence and commitment for the particular task the leader is concerned with.

- A follower may be at different developmental levels for different tasks.
- Experienced followers may drop into a lower level for new situations or when their motivation and/or confidence has been lowered for whatever reason.
Based on his or her analysis of the follower’s developmental level, the leader chooses an appropriate leadership style.

Four leadership styles have been defined based on two behavioral components:
- Directive behavior—amount of specific direction given.
- Supportive behavior—amount of interpersonal attention given.
COMPONENTS OF LEADERSHIP STYLE

 Directive Behavior
   Clearly telling people:
    o What to do
    o How to do it
    o When to do it
   Then closely monitoring their performance

 Supportive Behavior
   Listening to people
   Providing support and encouragement
   Facilitating problem-solving and decision-making
# Leadership Styles

<table>
<thead>
<tr>
<th>Style</th>
<th>Directive Behavior</th>
<th>Supportive Behavior</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>High</td>
<td>Low</td>
</tr>
<tr>
<td>Directing</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Coaching</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Supporting</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Delegating</td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>
“DIFFERENT STOKES FOR DIFFERENT FOLKS” (PP. 19 & 68)

SITUATIONAL LEADERSHIP II

THE FOUR LEADERSHIP STYLES

HIGH SUPPORTIVE and LOW DIRECTIVE Behavior

S4

SUPPORTIVE BEHAVIOR

DELEGATING

S3

SUPPORTING

COACHING

HIGH DIRECTIVE and HIGH SUPPORTIVE Behavior

S1

DIRECTIVE BEHAVIOR

HIGH

MODERATE

LOW

D4

D3

D2

D1

DEVELOPED

DEVELOPING

DEVELOPMENT LEVEL OF FOLLOWER(S)
Analyze follower’s level of development on any particular task in terms of
- Competence
- Commitment

Select the leadership style that best fits the follower’s level of development
- Directing
- Coaching
- Supporting
- Delegating