Appetizer

Unit: Understanding Leadership
Skill 3: Determining Leadership Types and Circumstances
Activity B: Leadership Situations

Activity Skills:

Small group interaction, brainstorming, listening and discussion.

Leadership Skills:

Understanding different leadership styles.

Suggested Level:

Advanced

Time:

30 Minutes

Supplies needed:

- Sample Scenarios (Provided or your own).
- Pens or pencils to write.

Do Ahead:

Make appropriate number of copies of scenarios.

Source:

Developed by:
Logan Booth
AmeriCorps VISTA

Based On:
Ken Blanchard and Paul Hersey's Situational Leadership Model

BACKGROUND:

Once you have an understanding of leadership styles (Activity A), the next variable is that leadership styles and approaches can change depending on the situation. A certain situation might require an authoritative leader, but put that same leader in an entirely different set of circumstances, and he or she may have to be much more democratic.

The Situational Leadership Model, created by Ken Blanchard and Paul Hersey, defines four different leadership approaches as follows:

Directing: All directions are given and all decisions are made by the leader. Orders are handed down and expected to be carried out without input from the "follower". (Think in terms of Executive or Authoritative styles.)

Coaching: The leader still decides the responsibility of followers, but also seeks their input. (This can relate to the Representative, Persuasive or Intellectual styles.)

Supporting: The leader gives over most decisions to the followers, overseeing the activity and retaining the final "Yes" or "No", on decisions, but allowing most control to go to followers. (This can be Democratic, Representative, or Persuasive.)

Delegating: the leader gives over major control to the follower, so the follower decides how and when the leader will be involved. (This relates most to the Intellectual style.)

Defined by Robert Greenleaf in 1970, **Servant Leadership** is considered another situational approach. Servant leadership refers to the special set of circumstances when the leader has chosen to serve others first, and is leading as a way of expanding service to individuals. Sometimes servant leaders are called "invisible leaders," as their focus is "what can I do to help you succeed?" For people working in social service or education, this approach can result in people leading who do not necessarily think of themselves as leaders.

WHAT TO DO:

Once the four different leadership approaches have been reviewed, break out into small groups of 3-5. Give each group or individual a scenario sheet with 4 example situations. Give the groups 10-15 minutes in which to discuss which leadership approach would be best suited to each scenario and why. Each group can then write down the consensus, or their own personal opinion if different from the group.

Recipe for **LEADERSHIP**

Skill 3: Determining Leadership Types and Circumstances
Activity B: Leadership Situations

Notes:	
	TALK IT OVER:

TALK IT OVER:

Reflect:

For Each Scenario –

- Which leadership approach did you choose?
- Why would one approach work better over another?
- How would you have implemented that leadership approach?

Apply:

- Was there ever a time when you used one of these approaches?
- Have you ever seen a leader using the *wrong* leadership approach?
- What is the result of using a leadership approach that is not suited to the situation?

BEYOND THE BOX:

Optional Homework:

Have students investigate some of the various "style" or personality tests out there – Colors Matrixx®, Meyers-Briggs, etc. What do these assessments accomplish and what is the value of knowing your personal leadership style?

Resources And Web Links:

Ken Blanchard and Paul Hersey's Situational Leadership Model
http://www.mftrou.com/ken-blanchard.html

Jha, LaDeane, Leverne Barrett, Jerry Parsons and Anita Hall. Servant Leadership. University of Nebraska Cooperative extension HEF 504 Participant Manual.

Spears, L.C. Servant Leadership: Quest for Caring Leadership. 1994.
http://greenleaf.org/carelead/html