



# When Should a Leader Be Directive or Empowering? How to Develop Your Own Situational Theory of Leadership Case Study Solution

TheCaseSolutions.com



**References**

Abelwood, R. (n.d.). Leadership Theories and Summary. Retrieved from <http://www.theleaders.com/whom/leadership.htm>

Farmer, L.A. (2000). Situational Leadership: A model for leading telecommuters. *Journal of Nursing Management*, 13, 465-469. Retrieved from <http://online.library.oxley.com.au/oxley/1111/1162-291-2100-000752/abstract>

Greiner, G.L. (1995). The Situational Leadership Theory: A critical view. *The Academy of Management Review*, 20(2), 285-291. Retrieved from <http://www.jstor.org/stable/2393707>

Hersey, P. & Blanchard, K. (1977). *Management of organizational behavior: Utilizing human resources*. 3rd ed. Englewood Cliffs, NJ: Prentice-Hall.

Hersey, P. & Blanchard, K. (1968). *Management of organizational behavior: Utilizing human resources*. 2nd ed. Englewood Cliffs, NJ: Prentice-Hall.

Ken Blanchard Companies (2008, July 28). Ken & Scott Blanchard: Situational Leadership II. Video. Retrieved from <http://www.youtube.com/watch?v=5G8-4nHm>

Hind, David. (2013). The Hersey-Blanchard situational leadership theory: Choosing the right leadership style for the right people. Retrieved from <http://www.mindtools.com/pages/new084064.html>

Thom, R. F., Berg, S., & Yun, S. (2003). When should a leader be directive or empowering? How to develop your own situational theory of leadership. *Business Horizons*, 45(2), 149-155.

Stog, A., Payne, S.L., Pomer, C.N., Thornelike, M., Hicks, G. & Dellaripa, P.T. (2012). Assessing Physician Leadership Styles: Application of the situational leadership model to transitions in patient acuity. *Teaching and Learning in Medicine: An International Journal*, 24(3), 225-230. Retrieved from <http://www.tandfonline.com/doi/abs/10.1080/10439862.2012.692299>

US Army (2007). (2007). *Foundations of leadership*. pp. 39-41. New York, NY: Pearson Education Publishing. Retrieved from <http://books.google.com/books?id=2112727474&pg=PA39>

Wald, G. A. (1993). *Leadership in organizations*. Englewood Cliffs, NJ: Prentice-hall.

Wald, G. (2006). *Leadership in organizations*. 4th Edition (Upper Saddle River, NJ) Pearson Prentice Hall.

Wald, G. A. (2013). *Leadership in organizations*. 5th ed. Upper Saddle River, NJ: Prentice-hall.

# TheCaseSolutions.com

## Introduction

- Created by Dr. Paul Hersey and Ken Blanchard
- Provides information about leading depending on circumstances
- No one "best practice" for influence/leading
- Follower's behavior determines the most appropriate leadership style
- Stages based on task behavior and relationship behavior.

### TheCaseSolutions.com Task Behavior

How the leader defines responsibilities they assign to an individual or group, such as what task to complete and how to correctly perform it.



### Relationship Behavior

The extent to which the leader engages in communication with the followers.

Examples: listening, praising, collaborating, counseling, consulting



TheCaseSolutions.com

TheCaseSolutions.com

## Task Behavior

How the leader defines responsibilities they assign to an individual or group, such as what task to complete and how to correctly perform it.



avior.

## Relationship Behavior

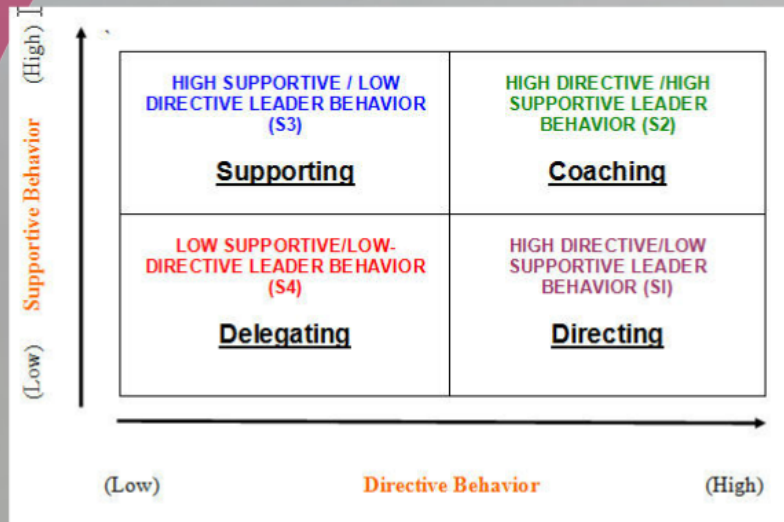
The extent to which the leader engages in communication with the followers.

Examples: listening, praising, collaborating, counseling, consulting



[TheCaseSolutions.com](http://TheCaseSolutions.com)

# Situational Leadership Model



Task behavior and relationship behavior together help to define the four main leadership styles that make up Situational Leadership Theory

TheCaseSolutions.com

**Style 1: Directing**

Style 1: directing is a high task/low relationship style with leader using high or task behavior and low or people behavior towards relationship behavior.  
TheCaseSolutions.com

**Style 2: Coaching**

Style 2: coaching is a high task/high relationship style with leader using more than average amounts of both task and relationship behaviors.  
TheCaseSolutions.com

**Style 3: Supporting**

Style 3 or supporting is a high relationship/low task style where the leader uses more than average amounts of relationship behavior and below average amounts of task behaviors.  
TheCaseSolutions.com

**Style 4: Delegating**

Style 4 or delegating is a low relationship/low task style where the leader uses below average amounts of relationship and task behaviors.  
TheCaseSolutions.com

## Style 1: Directing

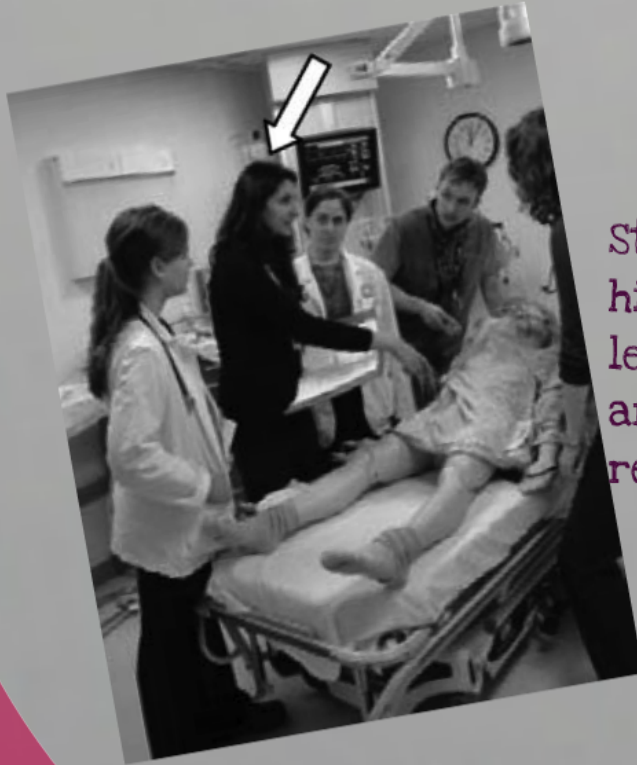


Style 1, directing, is a high task/low relationship style with leader using lots of task behavior and below average amounts of relationship behavior.

**TheCaseSolutions.com**

## Style 2: Coaching

TheCaseSolutions.com



Style 2, coaching is a high task/  
high relationship style with  
leader using more than average  
amounts of both task and  
relationship behaviors



## Style 3: Supporting



Style 3, or Supporting, is a high relationship/low task style where the leader uses more than average amounts of relationship behavior and below average amounts of task behaviors.

[TheCaseSolutions.com](http://TheCaseSolutions.com)