

## WA16: Self-Management, Supervision, Management and Leadership

### 5.4: DEMONSTRATE LEADERSHIP SKILLS

- LO154 Demonstrate the ability in identifying common goals, interests and perspectives for staff in order to accomplish a specific task.
- LO155 Demonstrate the ability to create a vision for your team and a strategy to achieve it.
- LO156 Improve leadership skills
- LO157: Handle Leadership pressures.
- LO158 Think ahead in order to prevent a crisis.
- LO159 Motivate own resources in order to achieve objectives.
- LO160 Demonstrate the ability to act and react assertively and sensitively.
- LO161 Demonstrate Situational Leadership (the 60 second PA).



# Module Details



<b>Work Area Code:</b>	16
<b>Work area title:</b>	Self-Management, Supervision, Management and Leadership
<b>Unit Code:</b>	5.4
<b>Unit Title:</b>	DEMONSTRATE LEADERSHIP SKILLS
<b>Learning Outcomes Ids:</b>	LO154, LO155, LO156, LO157, LO158, LO159, LO160, LO161
<b>Learning Outcomes titles:</b>	LO154 Demonstrate the ability in identifying common goals, interests and perspectives for staff in order to accomplish a specific task. LO155 Demonstrate the ability to create a vision for your team and a strategy to achieve it. LO156 Improve leadership skills LO157: Handle Leadership pressures. LO158 Think ahead in order to prevent a crisis. LO159 Motivate own resources in order to achieve objectives. LO160 Demonstrate the ability to act and react assertively and sensitively. LO161 Demonstrate Situational Leadership (the 60 second PA).
<b>Recommended Duration:</b>	7 hours
<b>Trainer:</b>	



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**HOW WOULD YOU DEFINE A GOAL?**

**WHAT HAVE TO BE THE  
CHARACTERISTICS OF A GOAL?**



## Group discussion



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# What is a goal?



- *A desired result a person or a system envisions, plans and commits to achieve a personal or organizational desired end-point in some sort of assumed development. Many people endeavor to reach goals within a finite time by setting deadlines (Wikipedia)*



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# Why are goals important?



- they provide guidance and direction
- facilitate planning
- motivate and inspire employees
- help organizations evaluate and control performance



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# Why are goals important?



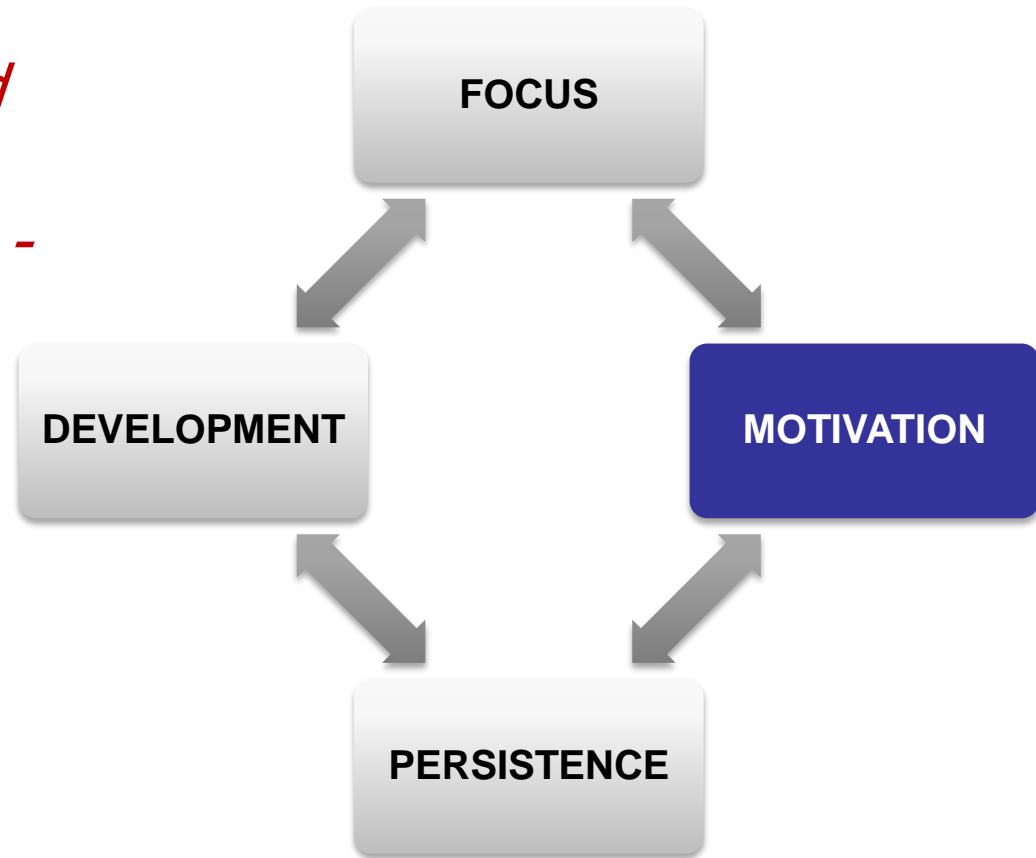
# Why are goals important?

- *They direct action and effort toward **goal-related** activities - **FOCUS***



# Why are goals important?

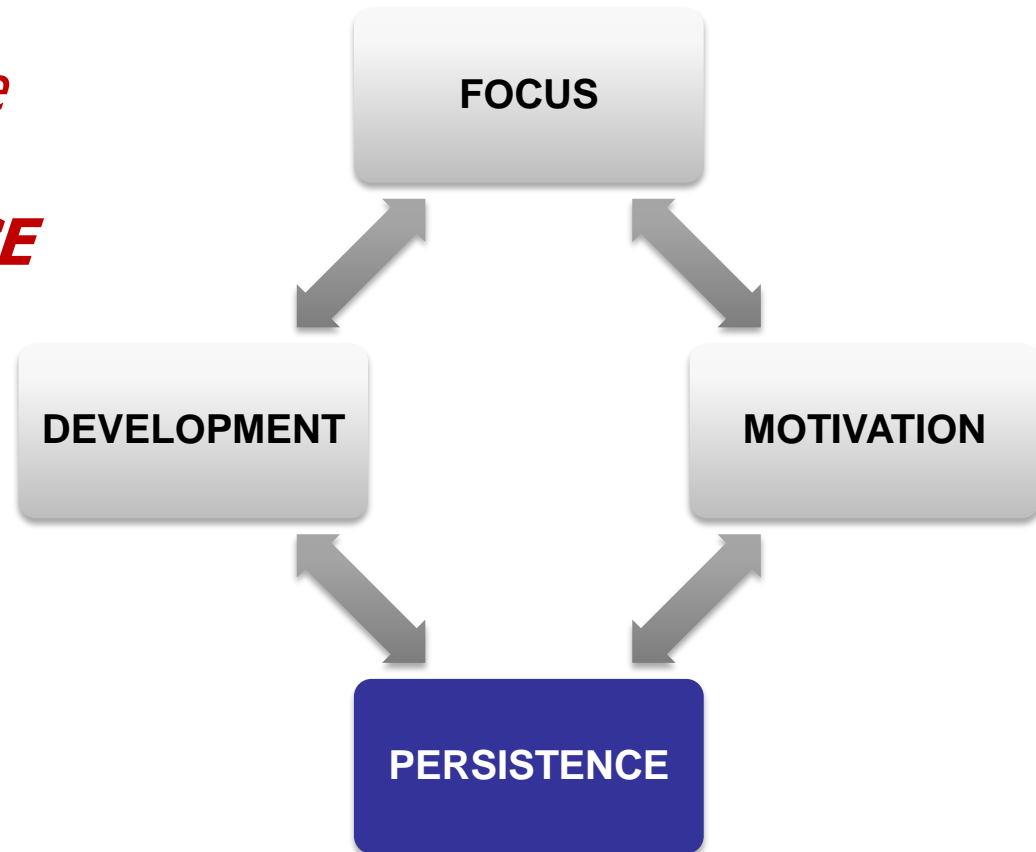
- *Challenging goals lead to higher employee effort than easy goals - **MOTIVATION***





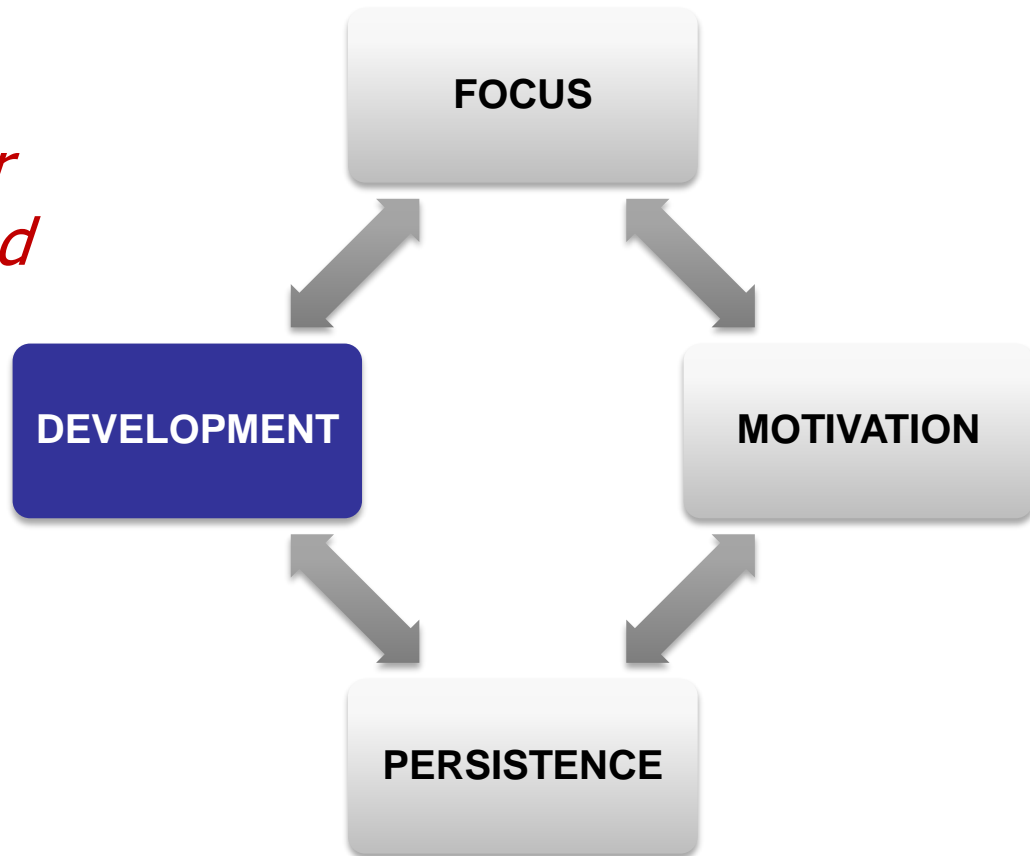
# Why are goals important?

- *Employees exert more effort to achieve high goals - **PERSISTENCE***

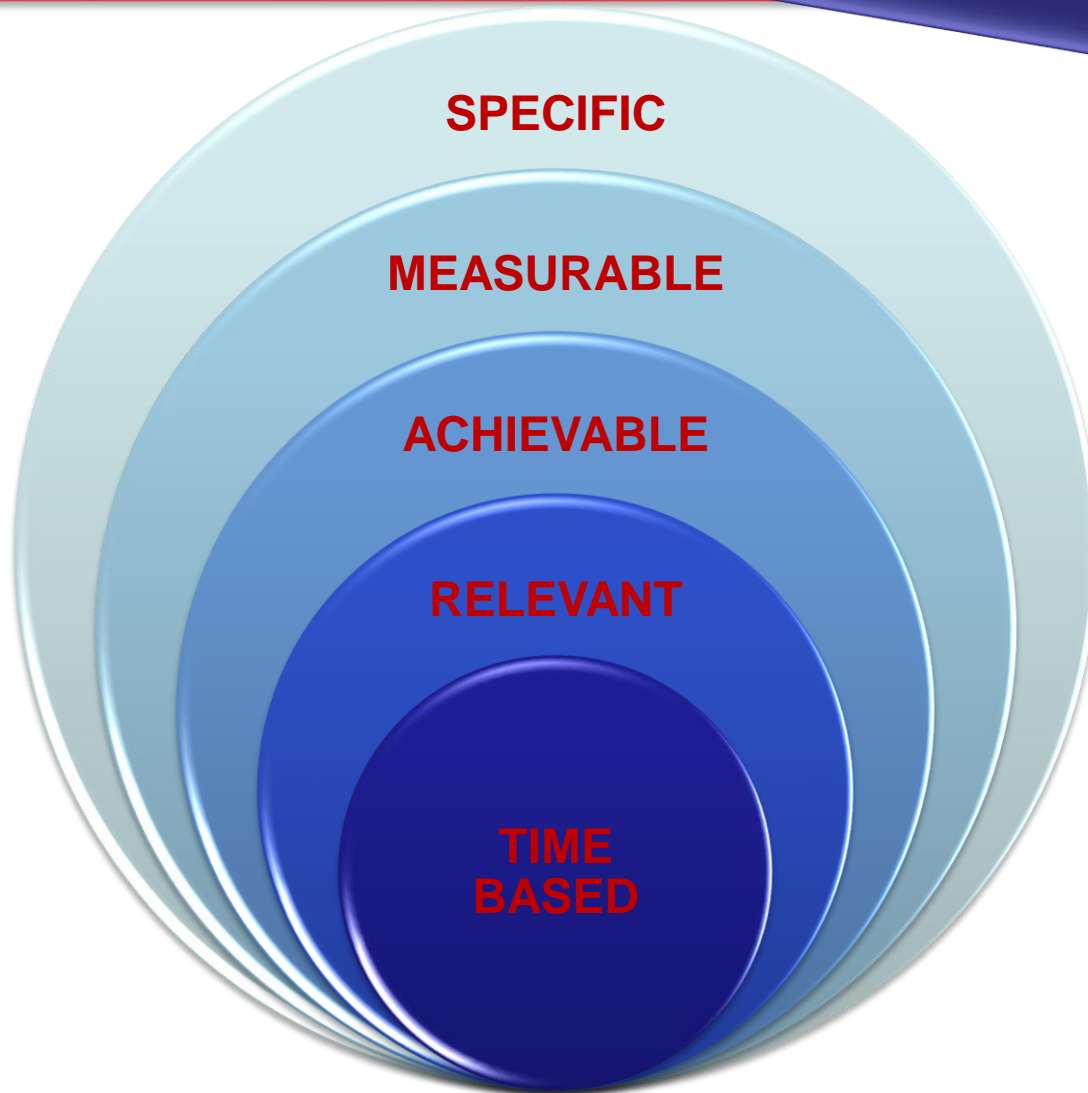


# Why are goals important?

- *Goals motivate employees to use their existing knowledge and skills or to acquire the knowledge and skills - **DEVELOPMENT***



# How to set goals – SMART!



- **Specific**

- well-defined
- Focused
- Clear
- Precise

# S





- **Measurable**

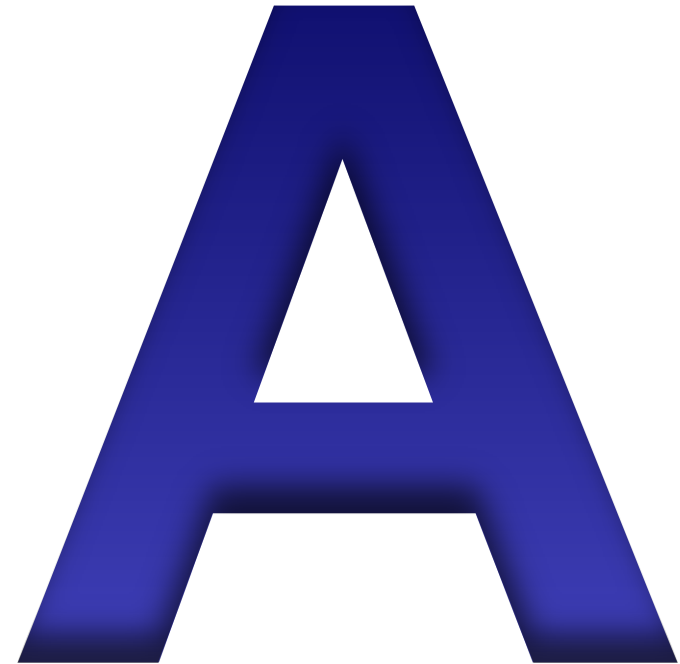
- Put concrete numbers in your goals
- Track progress





## • Achievable

- Don't set goals beyond reach
- You will not attain them
- This will cause dissatisfaction
- Make sure your goal is realistic



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## • Relevant

- Make sure the goal is consistent with the mission
- Make sure the goal is consistent with the vision
- Make sure it reflects one or more core values

# R



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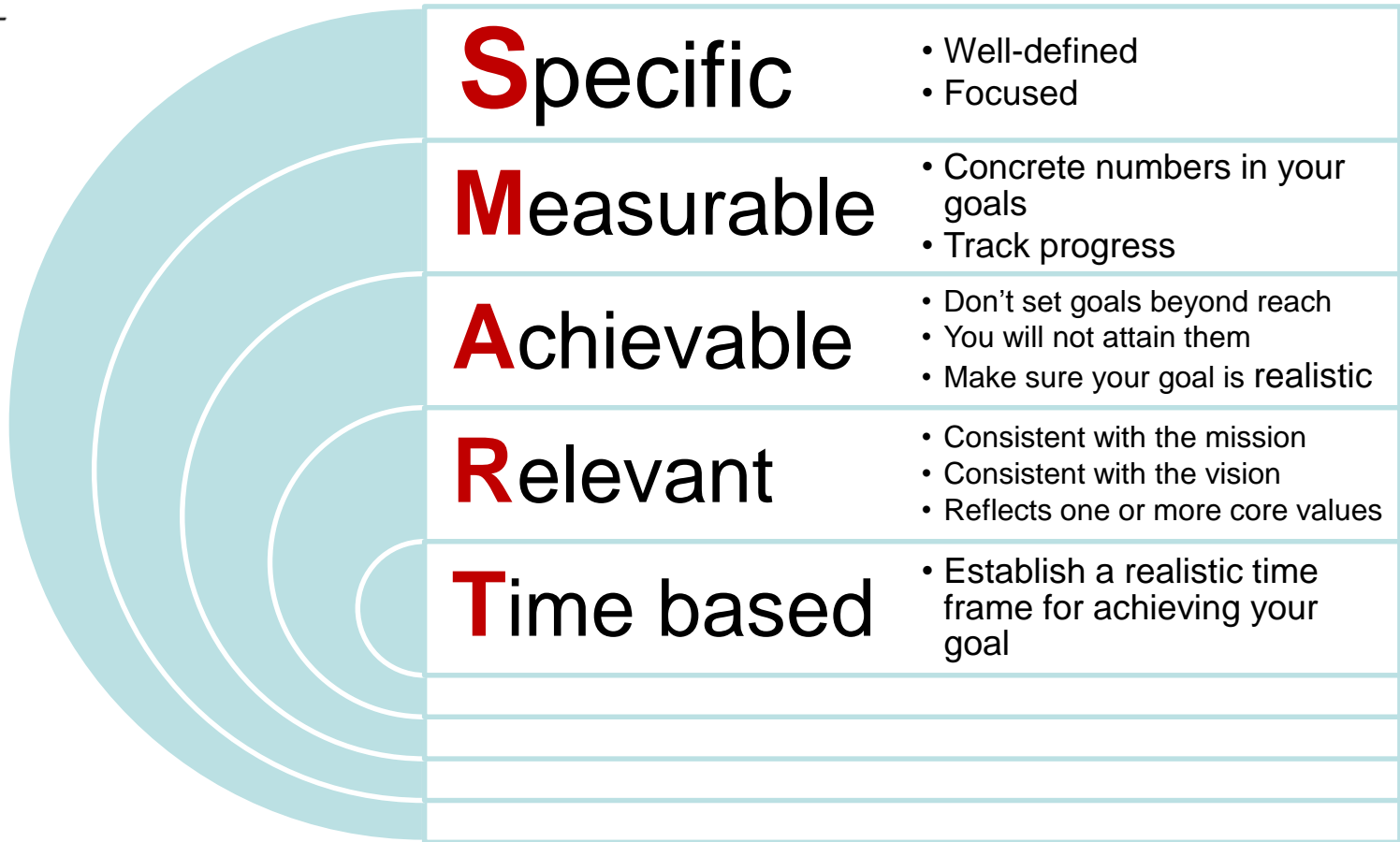
- **Time - based**

- Establish a realistic time frame for achieving your goal





# How to set goals – SMART RECAP!



# Methodological tool

Write SMART goals  
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# Importance of common goals



- Goals need to be **communicated** between all involved.
- Bring all members of the team together to outline:
  - Goals you have
  - concrete steps are to be taken to reach them.
  - each person's responsibilities
  - actions needed to reach these goals.
  - that every person is involved in this process and that everyone plays an important role.

TEAM  
AWESOME

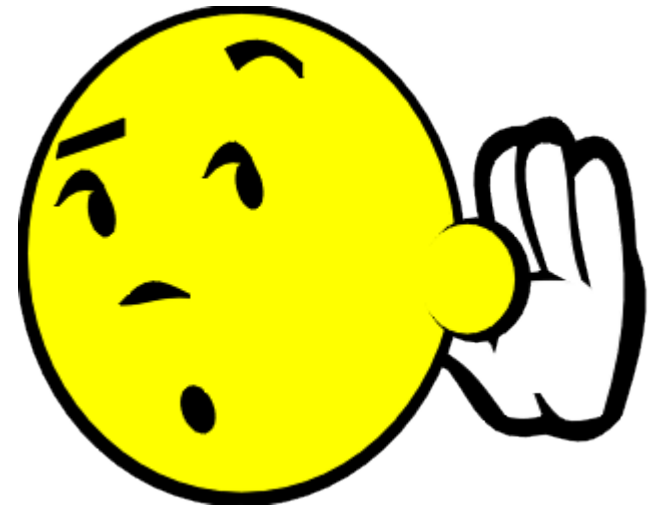


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- Listening to input from team members is highly important in setting and attaining common goals
  - Don't only listen to the management, but also to the employees



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# Importance of common goals



- Having common goals gives management and staff something to work together.
  - This improves **morale** of both
  - Increases trust between team members
  - Makes team members feel valued and more invested in the success of the business.
- **MORALE**



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# Importance of common goals



- Don't forget to reward team members for achieving goals



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# Importance of common goals



- **Team building forms:**
  - Retreats,
  - Workshops,
  - Supplemental on-the-job training
  - Recreational activities.



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# Importance of common goals



- **Elements of a successful Team**

- mutual trust among team members
- self-motivation within the team
- shared responsibility for mistakes
- participation from all members
- strong communication
- willingness to ask questions for clarification.



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# Importance of common goals



- **Team building and assessment also involves individual evaluation and training.**

- A single member can move a team off course, or introduce confusing or contradictory goals and strategies.
- Recruit individuals who are open to discussing their beliefs, willing to listen to and express opinions, and able to serve as leaders when necessary.
- Team members can develop these skills through training, but team building works best when employees already possess some of the basic traits of successful team members



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- When building a team, assess the strong and weak points of team members
  - Evaluation process
  - Adjust the roles according to the interests and characteristics of each team member



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## Group discussion



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# What is a vision?




# What is a vision?



**Leadership is the capacity to  
translate vision into reality.**

Warren Bennis

 BrainyQuote



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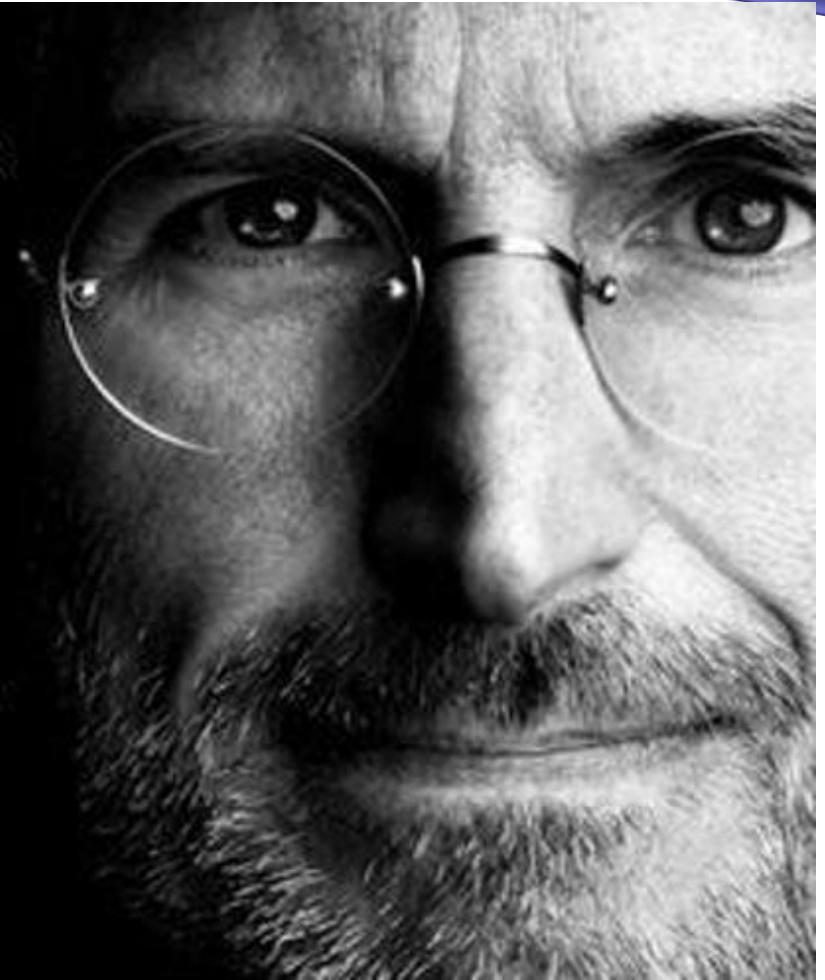
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# What is a vision?



If you are working on something exciting that you really care about, you don't have to be pushed. The vision pulls you.

*Steve Jobs*



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# What is a vision?



- A vision statement clearly and concisely communicates an organisation's overall goals, and can serve as a tool for strategic decision-making.



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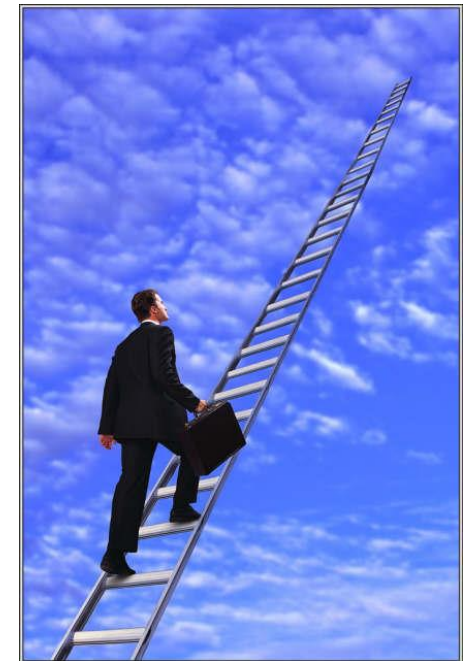
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# What is good vision statement



- It is written in the present, not future tense
- It is summarised with a powerful phrase in the first paragraph, which is repeated
- It describes the best outcome we can achieve
- It uses unequivocal language. It does not use business words
- It evokes emotion. It is passionate
- It helps build a picture, the same picture, in people's minds



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- **Apple**

- "We believe that we are on the face of the earth to make great products and that's not changing. We are constantly focusing on innovating. We believe in the simple not the complex. We believe that we need to own and control the primary technologies behind the products that we make, and participate only in markets where we can make a significant contribution. We believe in saying no to thousands of projects, so that we can really focus on the few that are truly important and meaningful to us. We believe in deep collaboration and cross-pollination of our groups, which allow us to innovate in a way that others cannot. And frankly, we don't settle for anything less than excellence in every group in the company, and we have the self-honesty to admit when we're wrong and the courage to change. And I think regardless of who is in what job those values are so embedded in this company that Apple will do extremely well."



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- **PepsiCo**

- "Our vision is put into action through programs and a focus on environmental stewardship, activities to benefit society, and a commitment to build shareholder value by making PepsiCo a truly sustainable company. At PepsiCo, we're committed to achieving business and financial success while leaving a positive imprint on society – delivering what we call Performance with Purpose." (Quoted from PepsiCo.)



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- Amazon

- "Our vision is to be earth's most customer centric company; to build a place where people can come to find and discover anything they might want to buy online."



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- Microsoft

- "Microsoft is a technology company whose mission is to empower every person and every organization on the planet to achieve more. We strive to create local opportunity, growth, and impact in every country around the world. Our strategy is to build best-in-class platforms and productivity services for an intelligent cloud and an intelligent edge infused with artificial intelligence ("AI")." - (Quoted from Microsoft Annual Report 2017)



# Microsoft



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# How do we achieve vision?



- THROUGH STRATEGY, which we implement after
- STRATEGIC PLANNING



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# What is strategic planning?



- An activity that is used to:
  - Prioritise
  - Focus resources
  - Strengthen operations
  - Ensure that employees and other stakeholders are working toward common goals,
  - Establish agreement around intended outcomes/results
  - Assess and adjust direction
- It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future/vision



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## 1. Analysis or assessment

- Understanding internal and external environments

## 2. Strategy formulation

- high level strategy is developed and a strategic plan is documented

## 3. Strategy execution,

- The high level plan is translated into more operational planning and action items

## 4. Evaluation or sustainment / management phase,

- Ongoing refinement and evaluation of performance, culture, communications, data reporting, and other strategic management issues



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Gather  
Facts

SWOT  
analysis

Review  
Inputs

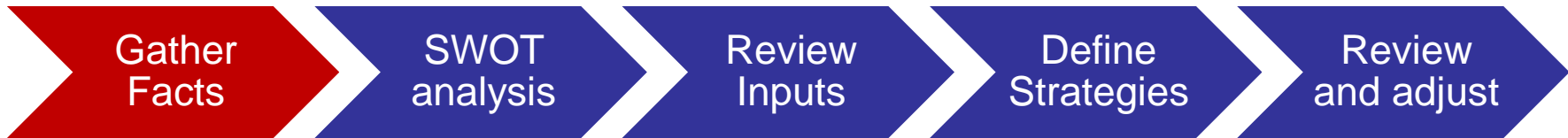
Define  
Strategies

Review  
and adjust



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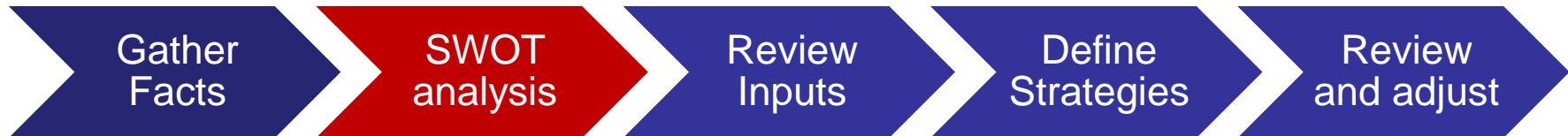
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## 1. Gather Inputs - Analyse

- From stakeholders
- Customers
- Competitors
- Industry
- Environment
- Performance

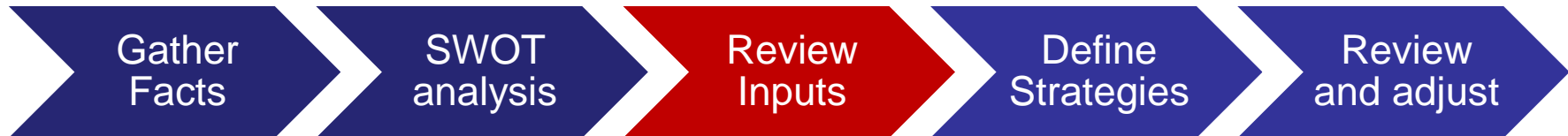




## 2. SWOT analysis

- External
  - Opportunities
  - Threats
- Internal
  - Strengths
  - Weaknesses
  - Strategic Questions and Issues

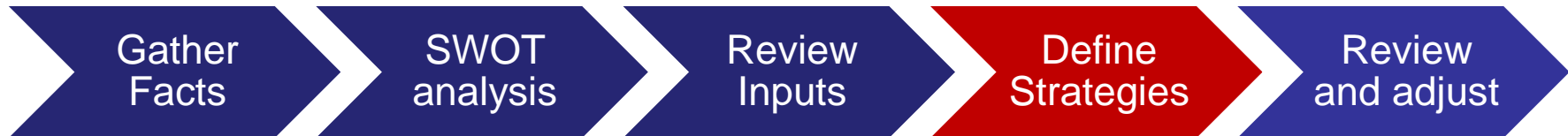




### 3. Review Inputs

- Stakeholders
- Review:
  - Inputs
  - SWOT
- Formulate key statements





## 4. Define Strategies

- Objectives
- Vision
- Goals
- Operational Plans



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## 5. Final Reviews

- Stakeholders
- Review:
  - Strategies
  - Goals
  - Plans
- Adjust



# Methodological tool

Make the vision statement reality through  
strategic planning

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Discuss examples you have experienced of strong and weak leadership

# Group discussion





“ A leader is one  
who knows the  
way, goes the way,  
and shows the  
way. ”

John C. Maxwell



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IF YOUR ACTIONS  
**INSPIRE OTHERS  
TO DREAM MORE,**  
LEARN MORE, DO MORE AND  
BECOME MORE,  
**YOU ARE A LEADER.**

[TWEET THIS](#)

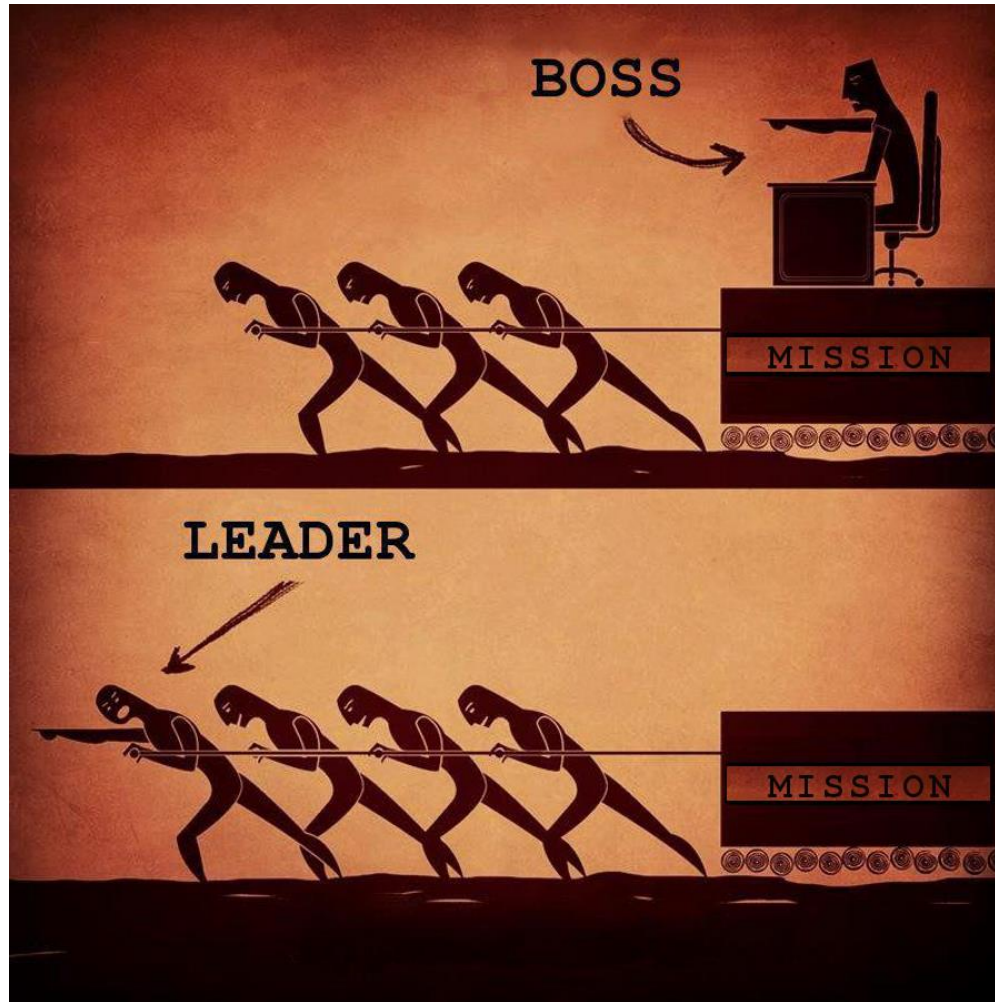
John Quincy Adams



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# What is a leader?



- **A person who:**
  1. Creates an inspiring vision of the future.
  2. Motivates and inspires people to engage with that vision.
  3. Manages delivery of the vision.
  4. Coaches and builds a team, so that it is more effective at achieving the vision.



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- Adaptable to situations
- Alert to social environment
- Ambitious and achievement orientated
- Assertive
- Cooperative
- Decisive
- Dependable
- Dominant (desire to influence others)
- Energetic (high activity level)
- Persistent
- Self-confident
- Tolerant of stress
- Willing to assume responsibility

- Leaders will also use:
- Integrity, Honesty, Compassion, Humility





## Skills

- Clever (intelligent)
- Conceptually skilled
- Creative
- Diplomatic and tactful
- Fluent in speaking
- Knowledgeable about group task
- Organised (administrative ability)
- Persuasive
- Socially skilled



Stogdill, 1974



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1. **Coordinate team** members – encourage teamwork and motivate
2. **Set mission and purpose**, clarify roles and responsibilities, allocate tasks and set objectives
3. **Clarify working methods**
4. **Focus on performance**



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# Accountability, Responsibility, and Authority



- Accountability: the state of being accountable, liable, or answerable
- Responsibility can be delegated but accountability can not
- A good leader accepts ultimate responsibility:
  - will give credit to others when delegated responsibilities succeed
  - will accept blame when delegated responsibilities fail



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# Accountability, Responsibility, and Authority



- Authority is the power to influence or command thought, opinion or behaviour
- Cross-functional team – less authority - more difficult to manage



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Team Leaders **need** the following authorities:

- Authority to veto the placement of someone on the team
- Authority to deselect someone from the team
- Authority to assign tasks to team members *within the limits defined by the team members direct manager*
- Authority to call team meetings, with reasonable advanced notice

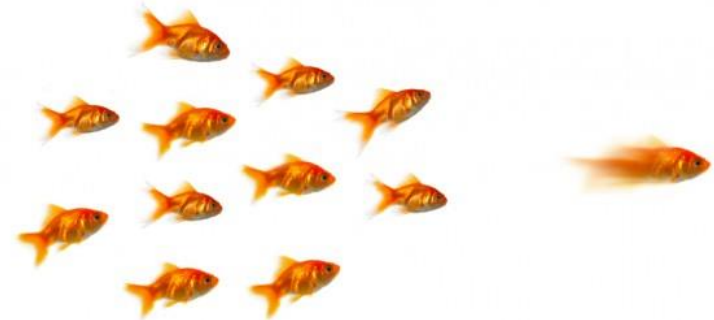


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- Vision provides direction, sets priorities, and provides a marker, so that you can tell that you've achieved what you wanted to achieve.
- To create a vision focus on an organization's **strengths** by using tools such as **PEST Analysis** and **SWOT Analysis**
- Think about how their industry is likely to evolve, and how their competitors are likely to behave.
- Leadership is proactive



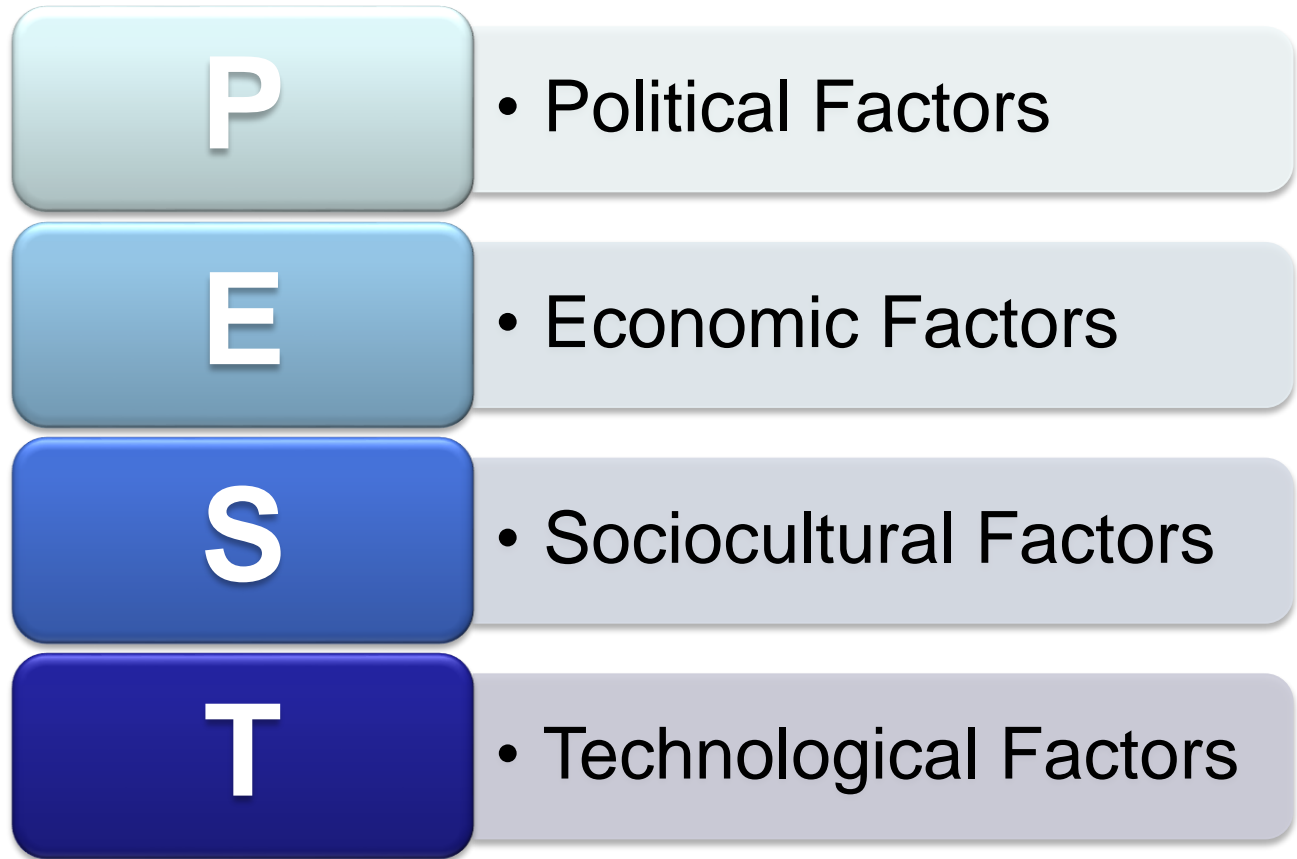
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# How to address strenghts and weaknesses



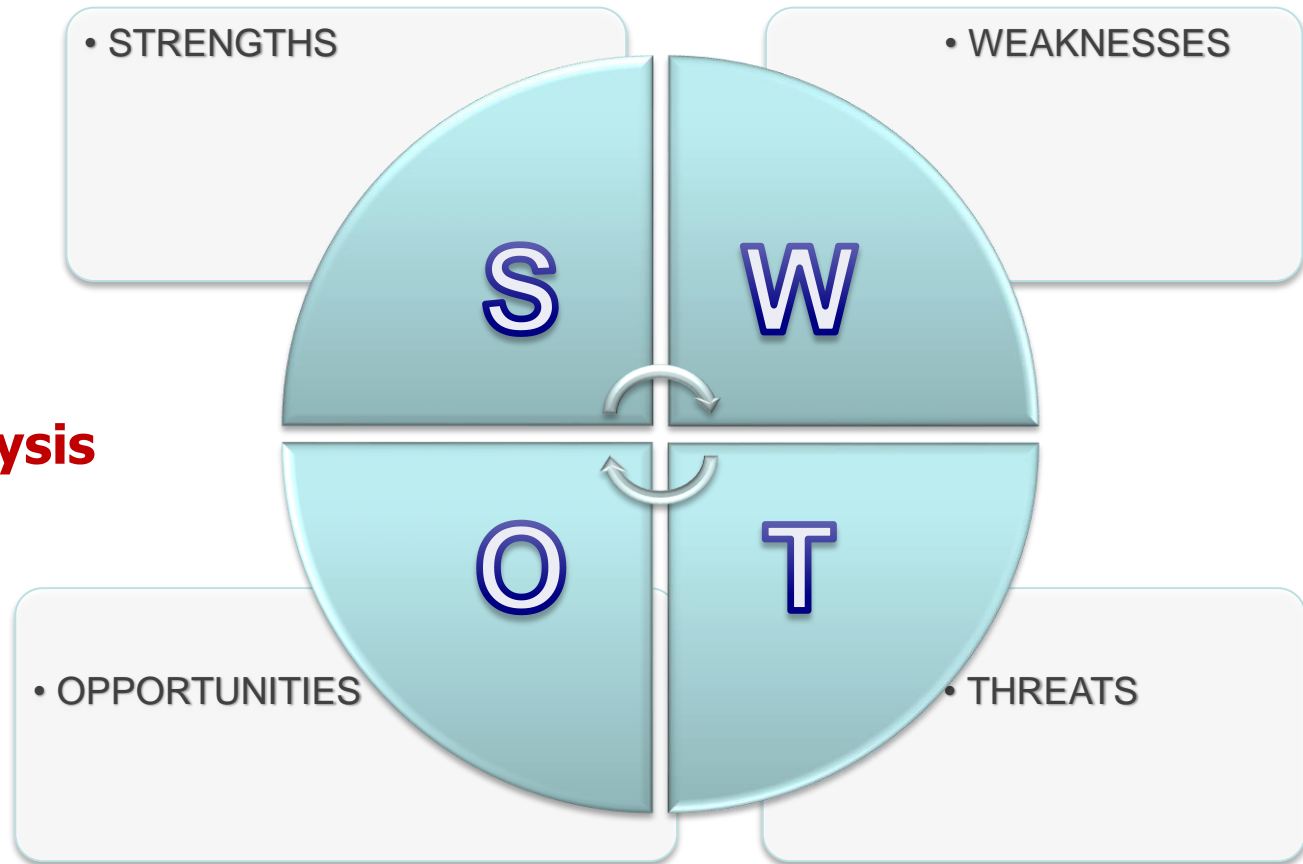
- **PEST Analysis**



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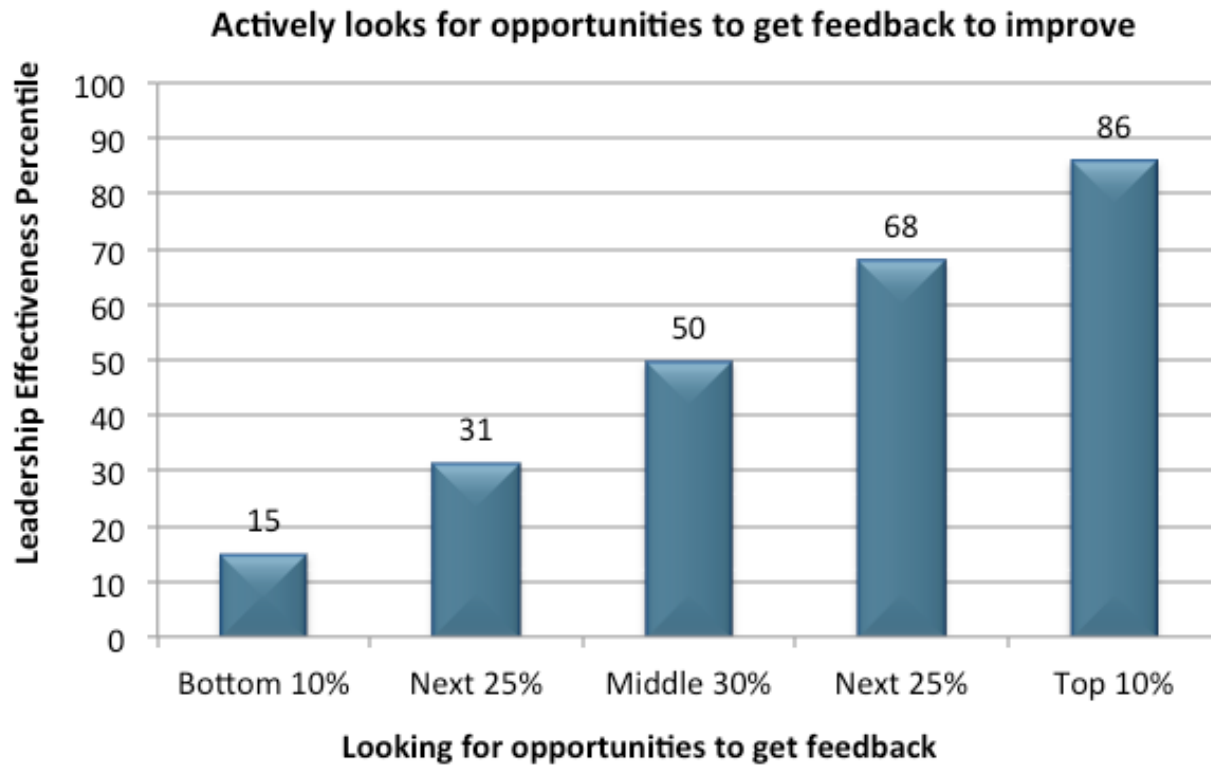
# How to address strenghts and weaknesses



- **SWOT Analysis**



# How to utilise feedback



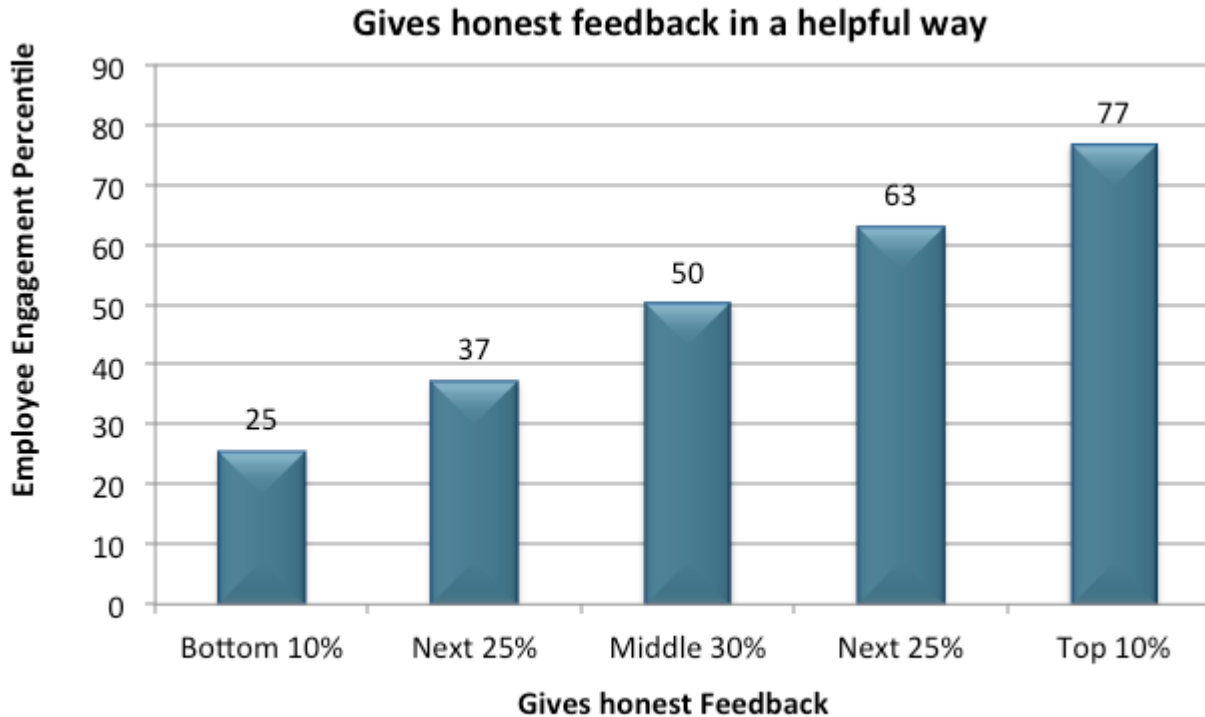
Source: <https://www.forbes.com/sites/joefolkman/2013/12/19/the-best-gift-leaders-can-give-honest-feedback/#4e4327a4c2b1>



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# How to utilise feedback



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# Scott Berkun's five keys for eliciting feedback from your team.



1. Who you ask.
2. How you ask. Ask about specifics about the topic at hand
3. When you ask. Give them a chance to give a thoughtful answer.
4. Where you ask. You might receive more honest feedback in a more informal setting
5. How you respond. This might be the hardest part, but, Berkun writes, "If you really want feedback you have to be prepared to shut up and listen."



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# Methodological tool

Appreciate Feedback  
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Leadership comes with pressure!



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What are, in your opinion, the pressures of leadership?

# Group discussion



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- You cannot escape pressure.
- Denying it doesn't mean it doesn't exist, and won't make it go away.
- As scientifically defined, pressure is the ratio of force to the area over which said force is distributed or applied.
- Pressure can be defined as the effect of a force applied against a person's values, positions, philosophies, and even their will to survive.
- Pressure is neither good nor bad.



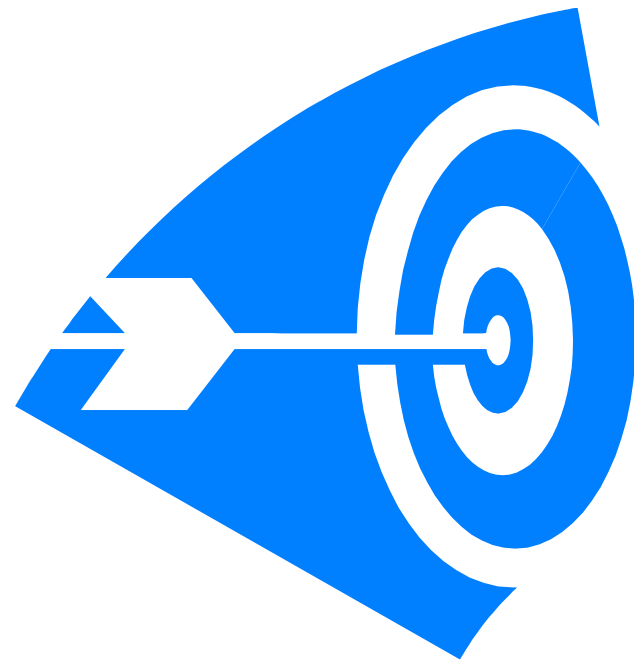
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## 1. The pressure of achieving results

- Meeting targets of any kind can cause immense pressure.
- A leader is constantly conscious of these targets
- Set realistic targets for yourself and your team.



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## 2. The pressure of always being right

- As a leader you are constantly looked upon as a role model
- Realize that all the burden of responsibility is not your own.
- You are largely a facilitator



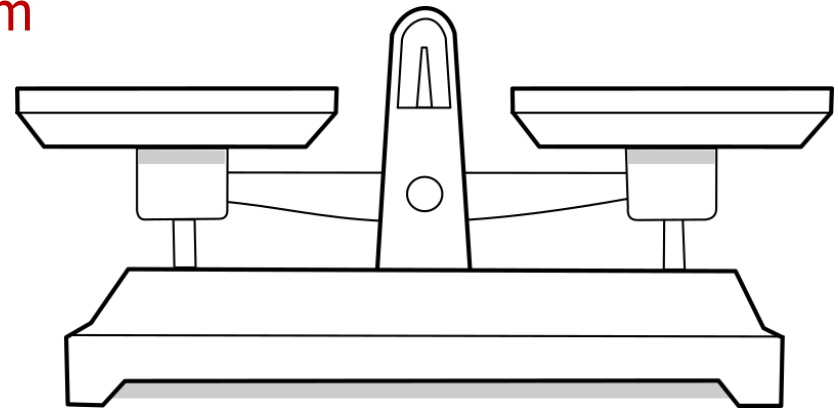
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## 3. The pressure of personal growth and balance

- There may also be times, when you become distant from your family members and loved ones
- Many leaders across the world have become part of what is called the '4am club'
- Early morning to exercise, meditate and catch up while the rest of the family, and world, sleeps.



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# How to tackle leadership pressures



- **Know yourself:**
- Leaders must know themselves, their strengths and weaknesses, and where they will and won't compromise.
- When a leader is comfortable in their own skin they won't fear dissenting opinion and diversity of thought, they'll encourage it.



“Know thyself.”

Socrates



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# How to tackle leadership pressures



- **Lead and manage:**
- A leaders job is to acquire and develop talent.
- The better you utilize talent, the less pressure you'll feel.
- Leaders who feel the most pressure are those who feel they must do everything themselves.



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# How to tackle leadership pressures



- **Keep It Simple/Deal with Ambiguity and Complexity:**
- Complexity creates pressure.
- The best leaders look to simplify everything they can.
- Simplicity drives understanding

simple is  
beautiful.



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# How to tackle leadership pressures



- **Get Alignment:**
- Great leaders strive for the following: one vision – one team – one agenda.
- Alignment of values and vision take the complexity out of decision-making



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# How to tackle leadership pressures



- **Be purpose driven:**
- Focused leaders rarely feel external pressure.
- It's not possible to lead an organization when a leaders mind can't see through the fog.



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# How to tackle leadership pressures

- **Manage Expectation:**
- Performing well in different jobs requires different personal characteristics
- It is worth objectively evaluating one's expectations and expectations from others to identify challenges.



# How to tackle leadership pressures



- **Cope with change and uncertainty:**
- Change and uncertainty often causes anxiety and feelings of insecurity
- Focus on what you have to do and do it instead of overwhelmed by what will happen and possible consequences.



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# Methodological tool

Creative group work  
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**Think big,  
Think fast,  
Think ahead.  
Ideas are no  
one's monopoly.**

Dhirubhai Ambani, Reliance



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**THINK AHEAD. DON'T  
LET DAY-TO-DAY  
OPERATIONS DRIVE OUT  
PLANNING.**

QUOTEHD.COM

Donald Rumsfeld  
American Politician



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A man who does not think and plan long ahead will find trouble right at his door.

~ Confucius

AZ QUOTES



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- Helps us plan better for the future
- PREVENTS CRISES
- Or, at least allows us to prevent them



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## 1. Reverse-engineer your industry's crises

- Do a thorough research on organizations in your industry, using relevant search terms. A construction company could be searched with terms such as:
  - “construction company crisis”
  - “construction company complaint”
  - “construction company disaster”
  - “construction company lawsuit”
  - “construction company death”



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- Then closely examine what has occurred at each organization involved and see what lessons you can learn from their challenges — it sure beats having to learn everything the hard way from your own crises!



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Types of crises to which virtually all construction companies are vulnerable:

- Accidents resulting in injury or death
- Activism
- Compliance or Certification issues
- Confidentiality
- Construction defects
- Criminal behavior
- Disasters – natural or man-made
- Environmental issues
- Investigations by local, state or national authorities
- Labor & employment issues
- Lawsuits
- Losses (partial or complete) of key facility (e.g., due to disaster, internal infrastructure failure)
- Media hostility
- Permit and regulatory violations – actual or alleged
- Rumors
- Scandals
- Sexual impropriety – actual or alleged
- Sudden management changes, voluntary or involuntary
- Terrorism – direct or indirect impact



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## 2. Conduct a Vulnerability Assessment

- A multi-disciplinary risk assessment to determine current and potential areas of operational weakness and strength, and potential solutions.
- Ideally, every functional area of an organization is examined to identify anything that could lead to a significant interruption in business and/or reputation damage.



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# Managing risks effectively



- a process that includes risk assessment and a mitigation strategy.
  - *Risk assessment* includes the identification of potential risk and the evaluation of the potential impact of the risk
  - A **risk mitigation plan** is designed to eliminate or minimize the impact of the **risk events**—occurrences that have a negative impact on the project.
  - Identifying risk, at an initial stage, includes brainstorming sessions where the team is asked to create a list of everything that could go wrong.



- 1<sup>st</sup> Method: Lessons learned
  - checklists based on experience from past projects



# Identifying Risks



- 2nd Method: Identifying the sources of risk by category. Possible categories:

- Technical
- Cost
- Schedule
- Client
- Contractual
- Weather
- Financial

- Political
- Environmental
- People:
  - skills needed not found
  - People unavailable
  - Resignation or termination in the middle of the project
  - Death or illness
  - Etc.



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# Identifying Risks, RBS



A risk breakdown structure (RBS) organizes the risks that have been identified into categories using a table with increasing levels of detail to the right.

Lvl. 1	Lvl .2	Lvl. 3
Focus group with stakeholders	Contact stakeholders	Stakeholders not interested
		Stakeholders not available
	Book venue	Suitable venues fully booked
		Wrong choice of snacks for the coffee break
		Stakeholders have allergies or different preferences
	Develop schedule	Wrong estimation for each session
		Non practical approach



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- Not all risks are equal.
- After identifying risks, we will have to evaluate them based on:
  - Likelihood
  - Potential cost/impact



# How to Evaluate Risks?



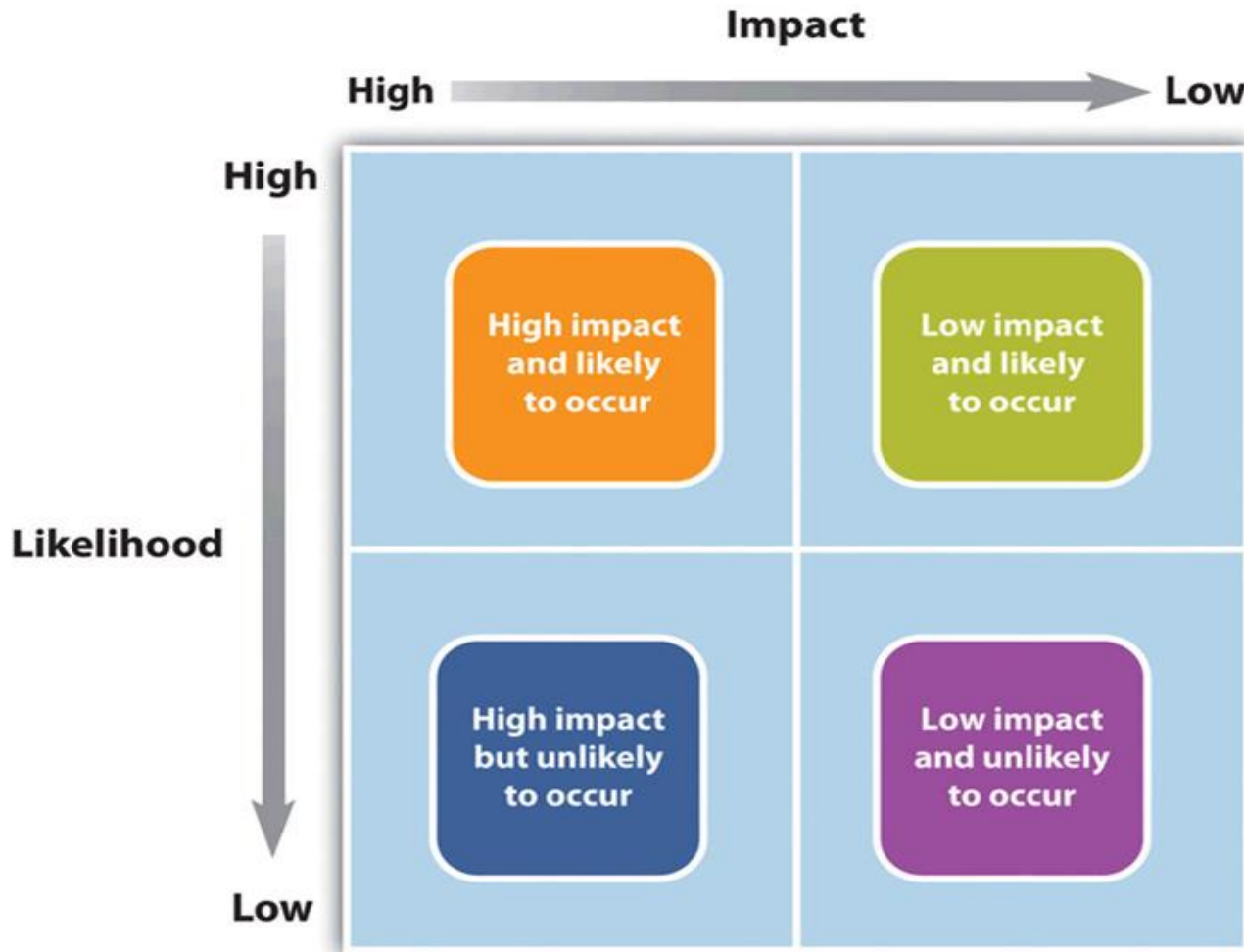
- Having criteria for both:
  - Likelihood to occur
  - Potential cost
- GOAL: To understand which potential risks:
  - have the greatest possibility of occurring
  - can have the greatest negative impact



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# How to Evaluate Risks?



# Methodological tool

Identify possible risks in H&T  
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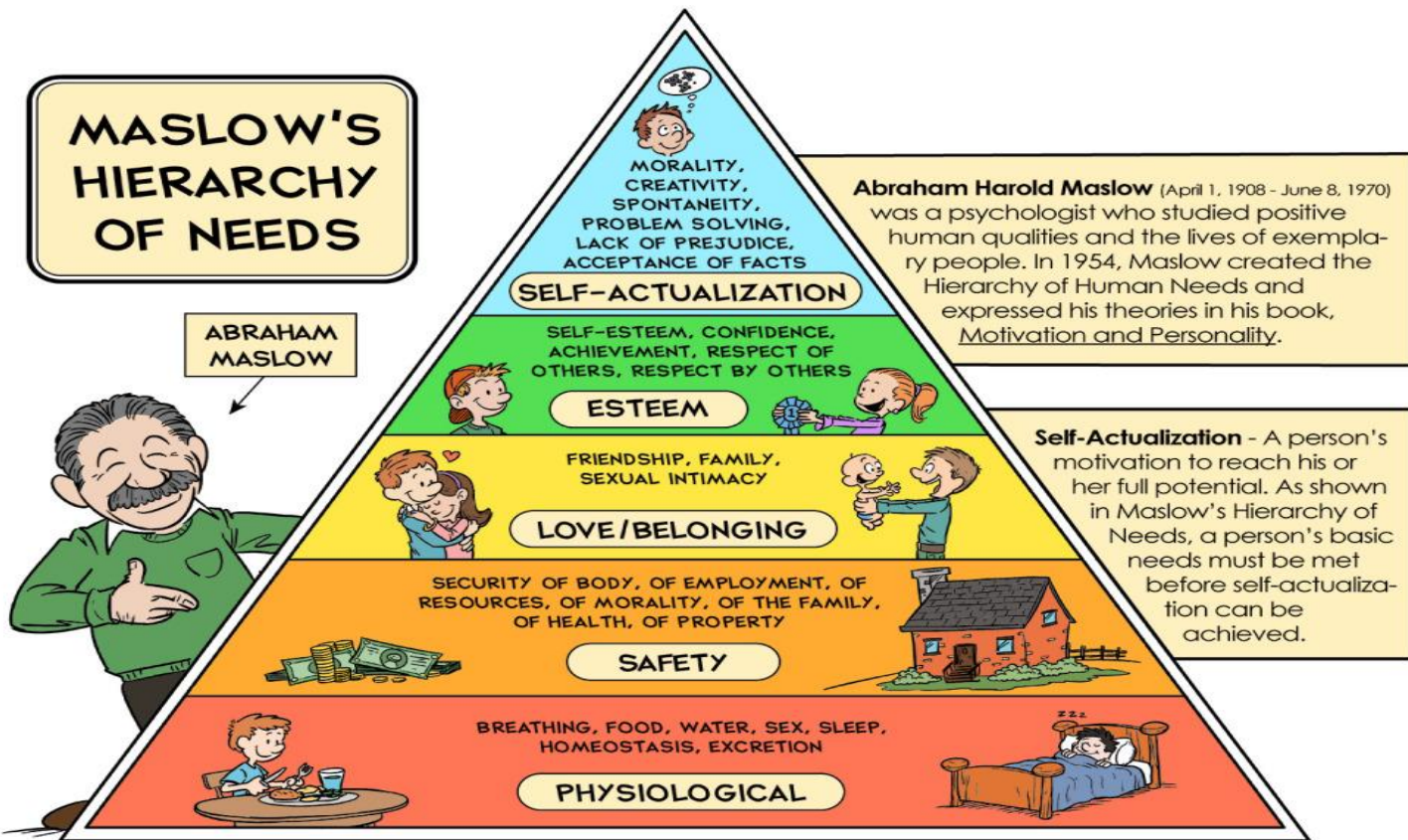


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# Maslow's hierarchy of needs



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# Maslow's hierarchy of needs



- 1.** Biological and Physiological needs - air, food, drink, shelter, warmth, sex, sleep
- 2.** Safety needs - protection from elements, security, order, law, stability, freedom from fear
- 3.** Love and belongingness needs - friendship, intimacy, trust and acceptance, receiving and giving affection and love. Affiliating, being part of a group (family, friends, work)

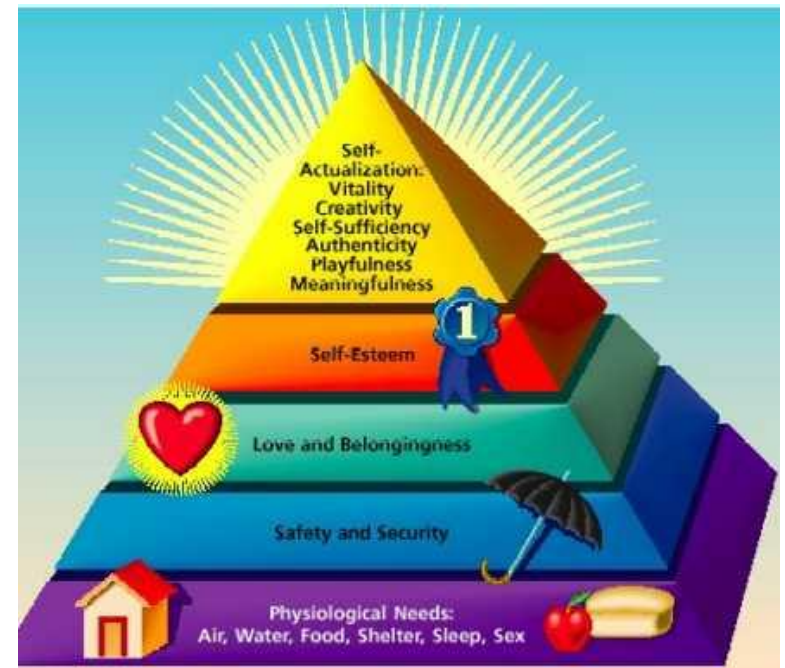


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# Maslow's hierarchy of needs

4. Esteem needs - achievement, mastery, independence, status, dominance, prestige, self-respect, respect from others
5. Self-Actualization needs - realizing personal potential, self-fulfillment, seeking personal growth and peak experiences.



## 1. The employee is always right

This motivation strategy involves improving levels of trust between the leadership of your company and staff.



# 1. The employee is always right



## The right job for the right person:

- When people enjoy and are challenged by their work they become self-motivated.

## Empower employees

- Trust employees to make their own decisions and make their own mistakes.

## Co-operation vs. Competition

- Excessive competition destroys morale. When teams work towards a shared goal they become more motivated.



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# 1. The employee is always right



## Performance VS “Presentation”

- Do long hours necessarily mean quality work?

## Involve employees in company development

- Keep employees informed on new developments in the organization and how their work impacts the company.



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## 2. The employee must feel safe

These strategies focus on feeling secure in the work environment, which helps people perform better.



# 2. The employee must feel safe



## The 5:1 rule

Praise and recognize employees successes five times as much as you constructively criticize them.

## Job security

Possibly the greatest single factor for a motivated workforce. How can you improve job security?

## Lead your staff

Enable managers to coach their teams and create opportunities for people who are keen to learn skills and grow within the organization.



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# 2. The employee must feel safe



**Create a comfortable working environment**

**Treat employees fairly**



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## 3. The power of acknowledgement

*These employee motivation strategies  
focus on how to praise,  
acknowledge and give positive  
feedback.*



# 3. The Power of Acknowledgement



## “How are you?”

Ask your staff how they are and **listen** to the answer. Ask after their family, find out how their weekend was. And LISTEN to their reply!

**Recognize their participation as well as results**



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# 3. The Power of Acknowledgement



## Stand up for your people

Part of your job as a leader is to be an advocate for your team. Instead of complaining about your team members, get their help in looking for lessons and moving forward.



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# 3. The Power of Acknowledgement



## Praise in public, correct in private

At first they may be embarrassed by the public recognition of their achievement...but they'll get over it and glow on the inside. Equally, never undermine in public. Save those conversations for a safe, confidential environment.



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# Methodological tool

## Discussion

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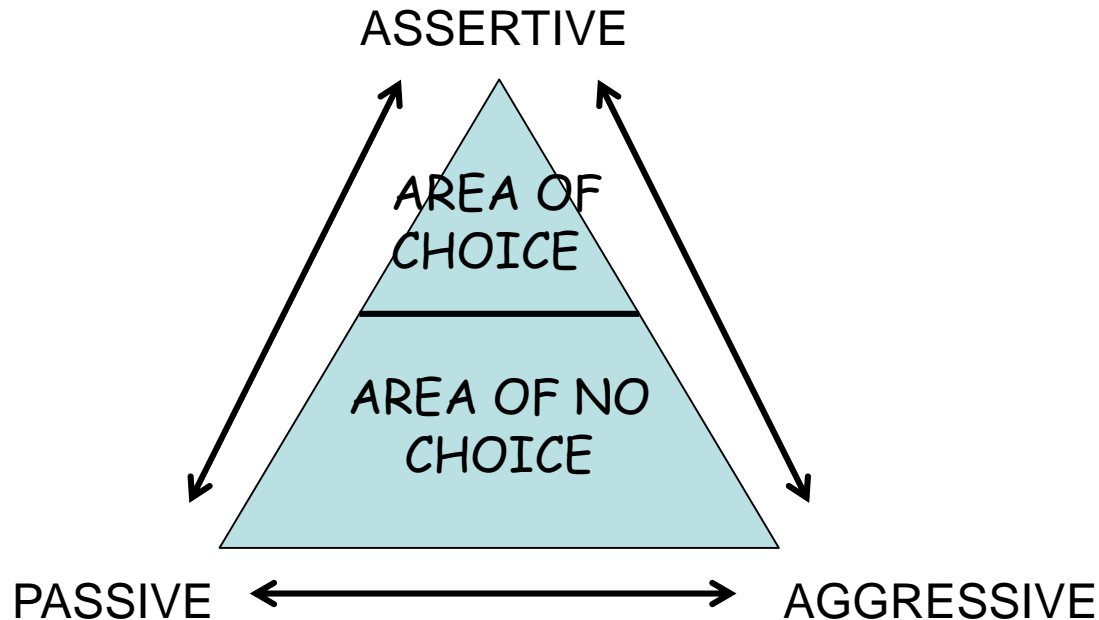
What you allow,  
is what will continue.



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# The assertiveness triangle







**Assertiveness** is the quality of being self-assured and confident without being aggressive. In the field of psychology and psychotherapy, it is a learnable skill and mode of communication.



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*Dorland's Medical Dictionary* defines assertiveness as:

- a form of behavior characterized by a confident declaration or affirmation of a statement without need of proof; this affirms the person's rights or point of view without either aggressively threatening the rights of another (assuming a position of dominance) or submissively permitting another to ignore or deny one's rights or point of view



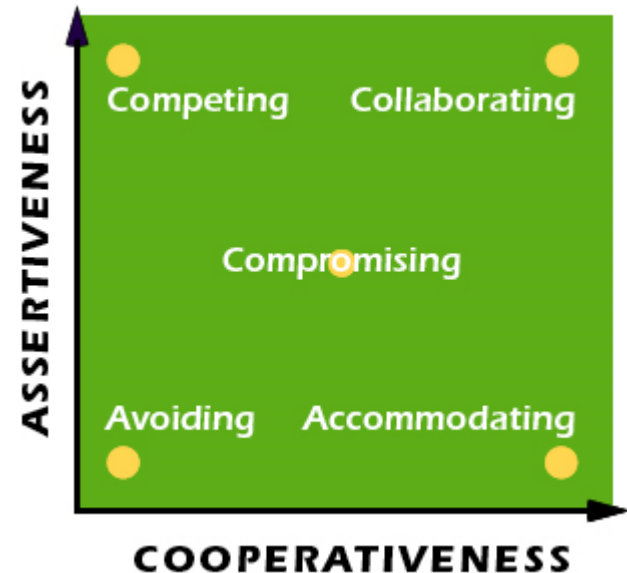
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# Benefits of assertiveness



- Getting things done by treating people with fairness and respect.
- **Negotiating successful "win-win" solutions.**
- **Better problem solving.**
- **Less anxiety and stress.**



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# Competences you should work on



## 1. Value Yourself and Your Rights

- You need to gain a good **understanding of yourself**, and believe in your inherent value and your **value** to your organization and team.
- The basis of **self-confidence** and assertiveness.



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# Competences you should work on



## 2. Say what you want and need

- Don't wait for someone else to recognize what you need.
- Tell your boss or your colleagues exactly what you need from them
- Respect the needs of others at the same time



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# Competences you should work on



## 3. Don't try to control others



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# Competences you should work on



## 4. Express Yourself in a Positive Way

- Say what's on your mind, even when you have a difficult or negative issue to deal with.
- Don't be afraid to stand up for yourself and to confront people



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# Competences you should work on



## 5. Be Open to Criticism and Praise

- Accept both positive and negative feedback graciously, **humbly** and positively.
- If you don't agree with criticism that you receive then you need to be prepared to say so, but without getting defensive or angry.



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- Communicates inferiority.
- Often feels 'used' by others, keeps quiet when others take advantage.
- Finds it difficult to say 'NO' to others when demands are made on time/resources.
- Lose - Win
- Is reluctant to express opinions and feelings, keeps his/her own views private.
- Agrees with the 'majority' views/desires, even though they conflict with personal wishes



- **Aggressive**
- Expression of ones feelings, needs and rights without regard/respect for needs, rights and feelings of others
- Employ disrespectful, manipulative, demeaning, or abusive tactics
- Make negative assumptions others motives and think in retaliatory terms
- Win- Lose
- Aggressor goals not always achieved
- Stressed relationships with others and self





- **Assertive**
- Expression of ones feelings and assert one's rights while respecting the feelings and rights of others.
- Appropriately direct, open and honest, and clarifies one's needs to the other person.
- Assume the best about others. Treat with dignity.
- Win- Win
- Goals met or negotiated
- Rich & enduring interpersonal relationships



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# Assertiveness vs. aggressiveness vs. passiveness



Assertive	Aggressive	Passive
Expression of ones feelings and assert one's rights while respecting the feelings and rights of others.	Expression of ones feelings, needs and rights without regard/respect for needs, rights and feelings of others	Communicates inferiority.
Appropriately direct, open and honest, and clarifies one's needs to the other person.	Employ disrespectful, manipulative, demeaning, or abusive tactics	Often feels 'used' by others, keeps quiet when others take advantage.
Assume the best about others. Treat with dignity.	Make negative assumptions others motives and think in retaliatory terms	Finds it difficult to say 'NO' to others when demands are made on time/resources.
Win- Win	Win- Lose	Lose - Win
Goals met or negotiated	Aggressor goals not always achieved	Is reluctant to express opinions and feelings, keeps his/her own views private.
Rich & enduring interpersonal relationships	Stressed relationships with others and self	Agrees with the 'majority' views/desires, even though they conflict with personal wishes



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# Methodological tool

Be assertive

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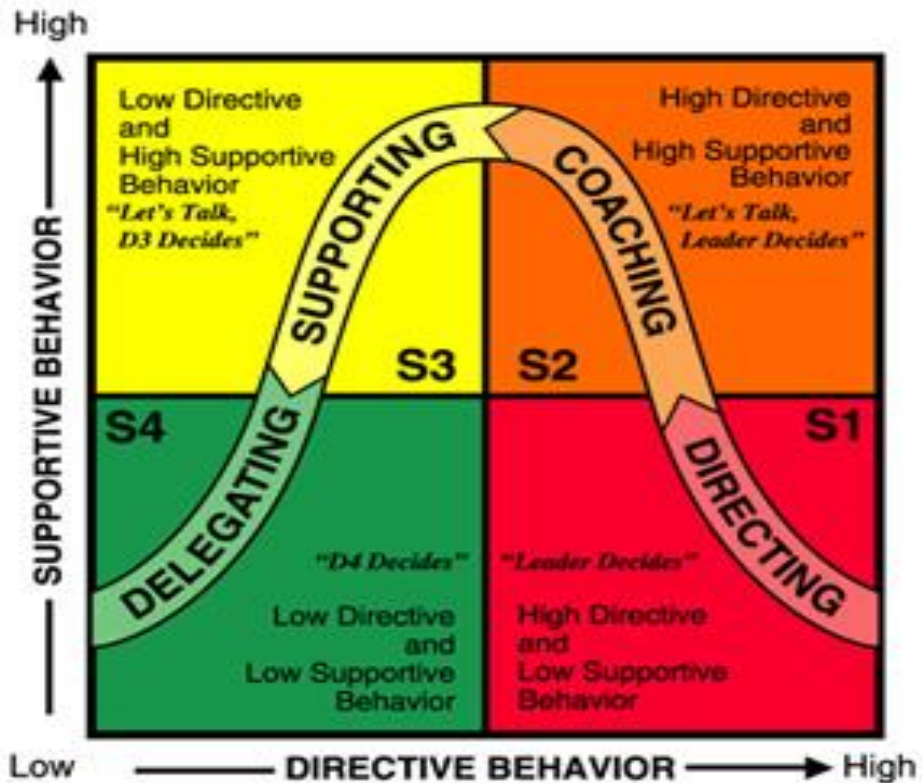
The **Situational Leadership® Model** is a model developed by Paul Hersey and Ken Blanchard, while working on *Management of Organizational Behavior*



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# Situational leadership



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## S1 Directing

is characterized by one-way communication in which the leader defines the roles of the individual or group and provides the what, how, why, when and where to do the task



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## S2 Coaching

while the leader is still providing the direction, he or she is now using two-way communication and providing the socio-emotional support that will allow the individual or group being influenced to buy into the process;



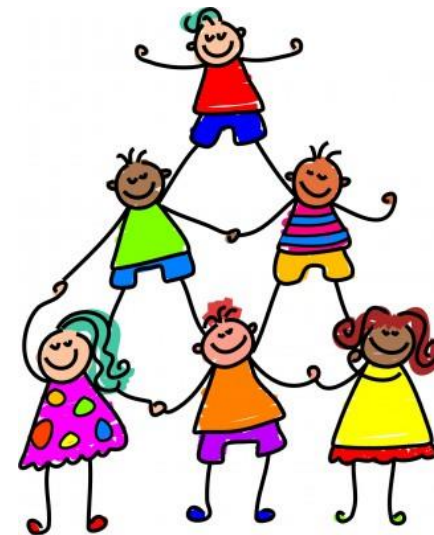
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## S3 Supporting

this is how shared decision-making about aspects of how the task is accomplished and the leader is providing fewer task behaviours while maintaining high relationship behavior



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## S4 Delegating

The leader is still involved in decisions; however, the process and responsibility has been passed to the individual or group. The leader stays involved to monitor progress.



**! DELEGATE !**



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**Effective leaders need to be flexible, and must adapt themselves according to the situation.**



# Levels of maturity



The Hersey-Blanchard Situational Leadership Theory identified 4 levels of maturity:

High	Moderate		Low
M4	M3	M2	M1
Very capable and confident	Capable but unwilling	Unable but confident	Unable and insecure



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**M1** – They lack the specific skills required for the job in hand and are unable and unwilling to take responsibility for this job or task.



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**M2** – They are unable to take on responsibility for the task being done; however, they are willing to work at the task.





**M3** – They are experienced and able to do the task but lack the confidence or the willingness to take on responsibility.



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**M4** – They are experienced at the task, and comfortable with their own ability to do it well. They are able and willing to not only do the task, but to take responsibility for the task.



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Maturity levels are also task-specific. A person might be generally skilled, confident and motivated in their job, but would still have a maturity level M1 when asked to perform a task requiring skills they don't possess.



# Developing people and self-motivation



"Four combinations of competence and commitment make up what we call 'development level.'"

- **D1** - Low competence and high commitment
  - **D2** - Low competence and low commitment
  - **D3** - High competence and low/variable commitment
  - **D4** - High competence and high commitment
- In order to make an effective cycle, a leader needs to motivate followers properly.



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# Goleman's styles of situational leadership



- **Coaching leaders**, who work on an individual's personal development as well as job-related skills. This style works best with people who know their limitations and are open to change.
- **Pacesetting leaders**, who set very high expectations for their followers. This style works best with self-starters who are highly motivated. The leader leads by example. This style is used sparingly since it can lead to follower burnout.
- **Democratic leaders**, who give followers a vote in almost all decisions. When used in optimal conditions, it can build flexibility and responsibility within the group. This style is, however, time consuming and is not the best style if deadlines are looming.



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# Goleman's styles of situational leadership



- **Affiliative leaders**, who put employees first. This style is used when morale is very low. The leader uses praise and helpfulness to build up the team's confidence. This style may risk poor performance when team building is happening.
- **Authoritative leaders**, who are very good at analyzing problems and identifying challenges. This style is good in an organization that is drifting aimlessly. This leader will allow his or her followers to help figure out how to solve a problem.
- **Coercive leaders**, who tell their subordinates what to do. They have a very clear vision of the endgame and how to reach it. This style is good in disasters or if an organization requires a total overhaul.



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# Advantages and disadvantages of situational leadership



## ADVANTAGES:

- Easy to use: When a leader has the right style, he or she knows it
- Simple: All the leader needs to do is evaluate the situation and apply the correct leadership style
- Intuitive appeal: With the right type of leader, this style is comfortable
- Leaders have permission to change management styles as they see fit



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# Advantages and disadvantages of situational leadership



## DISADVANTAGES:

- Does not take into consideration priorities and communication styles of other cultures
- It ignores the differences between female and male managers
- Situational leaders can divert attention away from long-term strategies and politics



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# Competences/characteristics required



- **Insight:** The situational leader must be able to understand the needs of the followers, then adjust his or her management style to meet those needs
- **Flexibility:** Situational leaders must be able to move seamlessly from one type of leadership style to another
- **Trust:** The leader must be able gain his or her followers' trust and confidence



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# Competences/characteristics required



- **Problem solving:** The situational leader must be able to solve problems, such as how to get a job done using the best leadership style available
- **Coach:** The situational leader must be able to evaluate the maturity and competence of the followers and then apply the right strategy to enhance the follower and their personal character



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# Methodological tool

## Blind man's tower\*! EUPA\_LO\_161\_M\_01

<https://focusadventure.in/2010/12/08/situational-leadership-activity-blind-mans-tower/>



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- Discuss why goals are important in a comprehensive way.
- Describe SMART goals providing specific examples
- Define and describe “vision”
- Identify the characteristics of a good vision statement
- Define and Describe “strategy” Outline the role of the team leader
- List the responsibilities of the team leader within the team
- Outline the limits of the team leader’s authority and accountability
- List ways to improve leadership skills with leadership pressures
- Describe leadership pressures.
- Describe how pressures can be advantageous for the leader.
- List the advantages of thinking ahead to prevent a crisis
- List competences related to assertiveness
- Define four different leadership styles.
- Define four different maturity levels of people (according to the situational leadership theory).



- A goal is a desired result a person or a system envisions, plans and commits to achieve a personal or organizational desired end-point in some sort of assumed development. Many people endeavor to reach goals within a finite time by setting deadlines
- A vision statement clearly and concisely communicates an organisation's overall goals, and can serve as a tool for strategic decision-making.
- Assertiveness is the quality of being self-assured and confident without being aggressive. In the field of psychology and psychotherapy, it is a learnable skill and mode of communication.
- A leader is a person who creates an inspiring vision of the future, motivates and inspires people to engage with that vision, manages delivery of the vision, coaches and builds a team, so that it is more effective at achieving the vision.





**Well Done!**

**You have  
completed  
this unit**



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