

# **Situational Leadership: the Lifecycle challenges**

## **Situational Life Cycle Leadership**

This model is one of the most popular managing concepts, if we need to get the best from the employee. It's based mainly on three factors:

- a) The task-oriented behavior the leaders give (direction and guidance)
- b) The relationship-oriented behavior (Socio-emotional support)
- c) The task readiness shown by the member in the organization for performing specific tasks.

## **Basic concept**

Basically, Situational Leadership means that there is no one best way to influence people; the most effective leadership style depends upon the performance readiness of the followers. Leadership style is the behavior of a leader when trying to influence others, as perceived by those others.

There are two major types of behavior: 1) task and 2) relationship.

## **Task Behavior**

The extent to which the leader engages in spelling out the duties and responsibilities of the group or individual: telling people what to do, how to do it, when to do it, where to do it, and who's to do it.

## **Relationship Behavior**

The extent to which the leader engages in two-way or multi-way communication: listening, facilitating, and supportive behaviors. The style of leadership depends on the relative task readiness of the subordinates.

## **Brief Introduction to Performance Readiness Level**

The meaning of Performance readiness is, employee must be task specific like, the nature of job, functions, goal for entire group, task to be handled and nature of activity objectivity. Leader should Focus on skills demonstrated, the question that should be posed is "are they doing it not can they do it". Leader should respond to individual needs against what each group member wants. We must not assume his enthusiasm for doing the specific job is the ability to complete. Stop assuming or diagnosing team member's insecurities as his lack of motivation. Having knowledge in the specific matter doesn't mean that one has lot of skill in completing the job.

## **Four Levels Of Performance Readiness:**

R1- low follower readiness (immature) R2- low to moderate follower readiness R3- moderate to high follower readiness R4- high follower readiness (mature)

## **LEADERSHIP STYLE**

STYLE 1 - more than average amount of task behavior, less average amounts of relationship behavior. STYLE 2 - above average amount of both task and relationship behavior. STYLE 3 - above average amounts of relationship behavior, less average amounts of task behavior. STYLE 4 - less than average amounts of both relationship and task behavior.

## **FOLLOWER(S) READINESS**

For a relation between a leader and his followers to be successful the best possible way, the leader must first clarify what should be accomplished by the followers. If the leader is not clear about outcomes, objectives, subtasks, role of each person in the task etc., there is no basis for determining: a) a follower performance readiness, or b) the appropriate leadership style to use.

## **PERFORMANCE READINESS LEVELS**

- This is a combination of willingness and ability. There are four readiness levels

### **Performance Readiness Level 1 (R1)**

- People under this category are Unable and Unwilling, to perform the tasks, which means the follower lacks motivation ,ability and commitment or, even he may be Unable to the task and Insecure of his job in the organization, which means that he is in lack of confidence and may be ability also. Example: Take myself if someone asks me to cook then what happens , I am unable but unwilling to cook for guests or even for my family, as I am insecure due to lack of knowledge on cooking , if somebody is going to eat it they may never even dream or think of ask me of doing the task again.

### **Performance Readiness Level 2 (R2)**

- people under this category are Unable but Willing, to perform the tasks, which imply that the follower lacks ability, but is motivated to succeed, or, he is Unable in performing the task but Confident in accomplishing the task, the follower lacks ability but is confident when he is provided the needed guidance by his leader. Example: my sister who wants to learn

driving, she doesn't know how to drive which implies She is unable, but she is confident in learning, which shows her strong motivation

### **Performance Readiness Level 3 (R3)**

- people under this category are Able but Unwilling to perform the tasks, the follower has ability, but is not willing to use it; or, he or she is able to perform it but may be feeling but Insecure about working on it alone.
- Example: my best friend can do all types of nonsense, he controls the local system there but Sometimes he is unwilling to go to some places on his own because he is insecure of his safety. Her he is able but unwilling due to insecurity.

### **Performance Readiness Level 4 (R4)**

- people under this category are Able and willing to perform the task, she or he has the ability and commitment, to accomplish the task or, is Able and Confident, Example: the car driver in our office ,if we asks him to fix up minor repairs in the car he is ready to do it as he is confident in doing the job and successfully completes it.

## **THE APPROPRIATE STYLE**

### **R1:S1**

-For people Categorized under Performance Readiness Level 1 for a task, the appropriate leadership style is known as Telling. This style consists of above average amounts of task behavior and below average amounts of relationship behavior.

### **R2:S2**

- For people Categorized under Performance Readiness Level 2, the style is known as Selling. In Selling, the leader uses above average amounts of both task and relationship behavior; the task behavior is to provide direction for the lack of skill; the relationship behavior is to reinforce the individual for trying.

### **R3:S3**

- For people Categorized under The appropriate style is called Participating, which incorporates above average amounts of relationship behavior, with below average amounts of task behavior. People at R3 know what, when, how and where to do things; they just lack either confidence or willingness to go ahead and do them. The relationship behavior is designed to encourage them to develop that willingness or confidence.

### **R4:S4**

- The appropriate style is called Delegating, which uses below average amounts of both relationship and task behavior. These individuals know what, how, where, and when to do their jobs, and have the willingness and

confidence to accomplish the task. The manager should simply give them the ball and let them run with it.

**Argument whether it suited to commercial organizations:**

In my view this type of model is much suited for our office because we have bunch of good staff in which come under S1 and S2 and S3. As I explained to you and each person who come I under which category, I hope we can have some good understanding of each person's capabilities and have them change from S1 to S2 or S2 to S3. As we can perform much good and have better results in this financial crunch times I recommend this in our organization.

**S1 arguing hard for him to be S2 or S3:**

I will have a informal chat with him that I know your abilities and your insecure thinking that as u don't know the proper way of handling the things you are not willing to do it and I will let you the ways of doing things in a better manner by constantly monitoring his performance and his way of interlinking with others. I advice him that he better be focused on his goal and become at least like S2 so that he shows some interest in the work and follow the decisions.

**Measures To Be Taken:**

For concept to be successfully implanted in the company we the mangers must constantly monitor each every peer's performance and see that they are properly practicing the model And if not being practiced be sure even in strict ways that it's practiced.