

SITUATIONAL LEADERSHIP FOR FIELDWORK SUPERVISORS

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LEARNING OBJECTIVE

- 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?

SITUATIONAL LEADERSHIP

- 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:
 - Blanchard, K., Zigarmi, P. & Zigarmi, D. (1985). Leadership and the one minute manager. New York: William Morrow and Company, Inc.

SITUATIONAL LEADERSHIP

- 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

Developmental Level	Competence		Commitment	
	High	Low	High	Low
D1		X	X	
D2		(some to low)		X
D3	(moderate to high)		(variable)	
D4	X		X	

DEVELOPMENTAL LEVELS

- 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.

LEADERSHIP STYLES

- 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:
 - What to do
 - How to do it
 - When to do it
- Then closely monitoring their performance

◉ Supportive Behavior

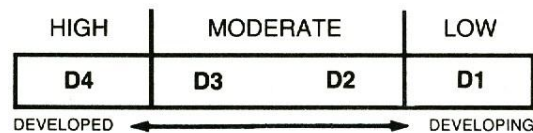
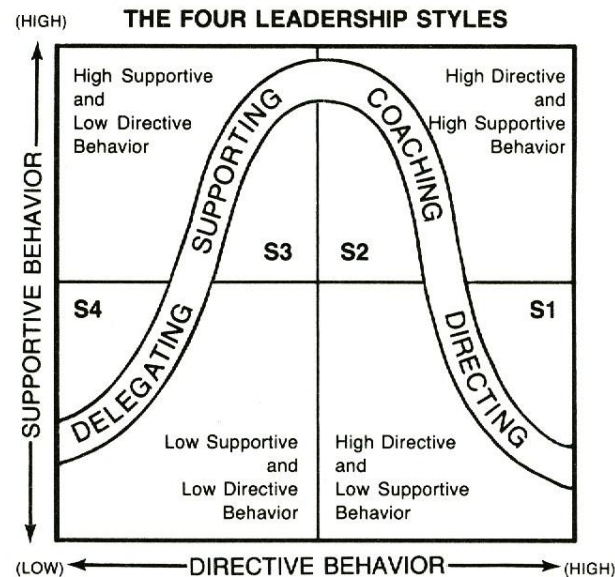
- Listening to people
- Providing support and encouragement
- Facilitating problem-solving and decision-making

LEADERSHIP STYLES

Style	Directive Behavior		Supportive Behavior	
	High	Low	High	Low
Directing	X			X
Coaching	X		X	
Supporting		X	X	
Delegating		X		X

“DIFFERENT STOKES FOR DIFFERENT FOLKS” (PP. 19 & 68)

SITUATIONAL LEADERSHIP II



DEVELOPMENT LEVEL OF FOLLOWER(S)

REMEMBER

- 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