IN TOUCH

A NEWSLETTER FOR OUR PARTNERS AND FRIENDS

LEADERSHIP

IS NOT A POSITION, IT'S AN

ACTION.

BE THE LEADER YOU WANT TO FOLLOW.

FCU SOLUTIONS, INC. NEWSLETTER

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THE SITUATIONAL THEORY OF LEADERSHIP

The situational theory of leadership suggests that no single leadership style is best. Instead, it depends on which type of leadership and strategies are best-suited to the task. According to this theory, the most effective leaders are those that are able to adapt their style to the situation and look at cues such as the type of task, the nature of the group, and other factors that might contribute to getting the job done.

SOURCE: https://bit.ly/3xCU9Z2

HERSEY AND BLANCHARD'S SITUATIONAL LEADERSHIP THEORY

The term "situational leadership" is most commonly derived from and connected with Paul Hersey and Ken Blanchard's **Situational Leadership Theory.** This approach to leadership suggests the need to match two key elements appropriately: the leader's leadership style and the followers' maturity or preparedness levels.

The theory identifies four main leadership approaches:

Telling

Directive and authoritative approach. The leader makes decisions and tells employees what to do.

Selling

The leader is still the decision-maker, but he communicates and works to persuade the employees rather than simply directing them.

Participating

The leader works with the team members to make decisions together. He supports and encourages them and is more democratic.

Delegating

The leader assigns decision-making responsibility to team members but oversees their work.

In addition to these four approaches to leadership, there are also four levels of follower maturity:

In Hersey and Blanchard's approach, the key to successful leadership is matching the proper leadership style to the corresponding maturity level of the employees. As a general rule, each of the four leadership styles is appropriate for the corresponding employee maturity level:

- **Telling style** works best for leading employees at the M1 level (low competence, low commitment).

- **Selling style** works best for leading employees at the M2 level (low competence, high commitment).

- **Participating style** works best for leading employees at the M3 level (high competence, low commitment/confidence).

- **Delegating style** works best for leading employees at the M4 level (high competence, high commitment/confidence).
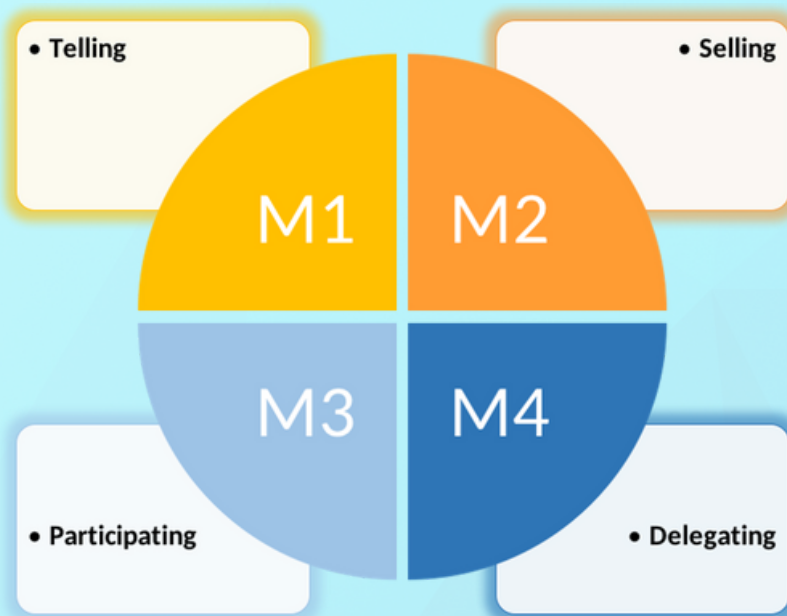
Maturity Levels and Leadership Styles

KEY FACTORS

Experts suggest that there are four key contextual factors that leaders must be aware of when making an assessment of the situation.

1 **Consider the Relationship**

Leaders need to consider the relationship between the leaders and the members of the group. Social and interpersonal factors can play a role in determining which approach is best.

For example, a group that lacks efficiency and productivity might benefit from a style that emphasizes order, rules, and clearly defined roles. A productive group of highly skilled workers, on the other hand, might benefit from a more democratic style that allows group members to work independently and have input in organizational decisions.
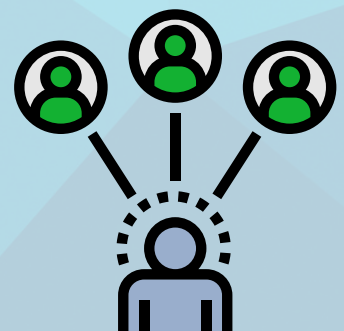
② Consider the Task

The leader needs to consider the task itself. Tasks can range from simple to complex, but the leader needs to have a clear idea of exactly what the task entails in order to determine if it has been successfully and competently accomplished.

③ Consider the Level of Authority

The level of authority the leader has over group members should also be considered. Some leaders have power conferred by the position itself, such as the capacity to fire, hire, reward, or reprimand subordinates. Other leaders gain power through relationships with employees, often by gaining respect from them, offering support to them, and helping them feel included in the decision-making process.

④ Consider the Level of Maturity

As the Hersey-Blanchard model suggests, leaders need to consider the level of maturity of each individual group member. The maturity level is a measure of an individual's ability to complete a task, as well as his or her willingness to complete the task. Assigning a job to a member who is willing but lacks the ability is a recipe for failure.

Being able to pinpoint each employee's level of maturity allows the leader to choose the best leadership approach to help employees accomplish their goals.
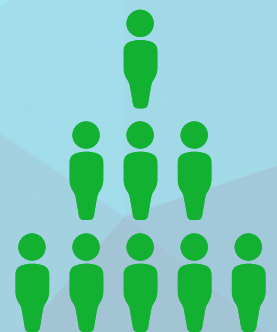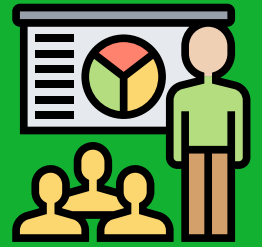
SOURCE: https://www.verywellmind.com/what-is-the-situational-theory-of-leadership 2795321#:~:text=The%20situational%20theory%20of%20leadership%20suggests%20 that%20no%20single%20leadership,best%2Dsuited%20to%20the%20task.

FCU IN ACTION

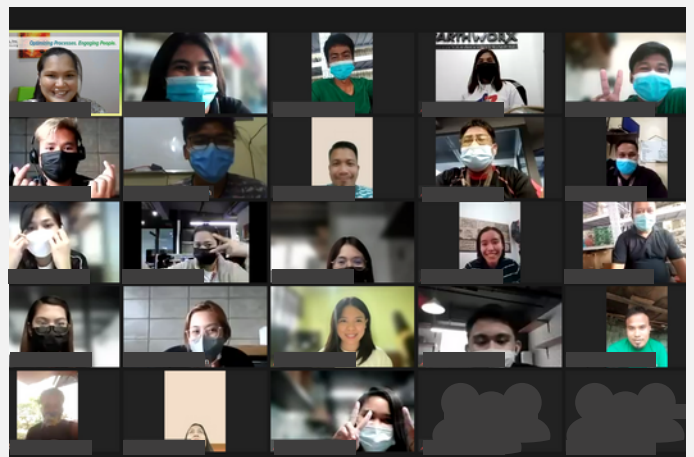**TRUST TRADE**
ISO 9001:2015 Documentation Workshop

SKINTEC ADVANCE INCORPORATED
ISO 9001:2015 Appreciation Workshop

EAGLESTAR SECURITY SERVICES, INC.
ISO 9001:2015 Appreciation Workshop

EARTHWORX DEVELOPMENT CORPORATION
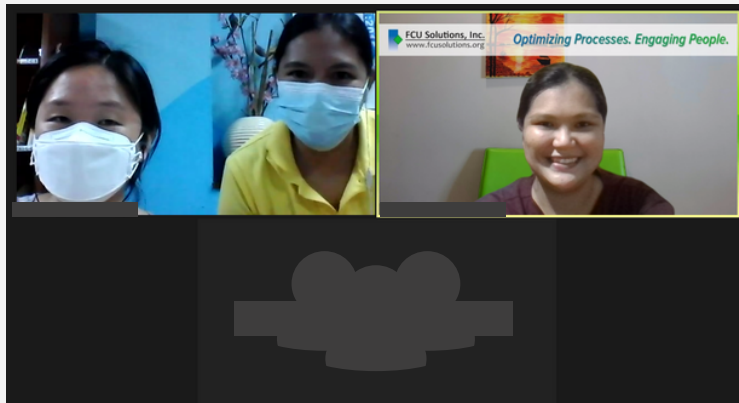IMS Appreciation Workshop

FCU IN ACTION

OUTBACK FIVE STAR CLARK PHILIPPINES, INC.

IMS Training of Trainers

FCU ACADEMY PUBLIC WEBINAR

EHS Risk Management

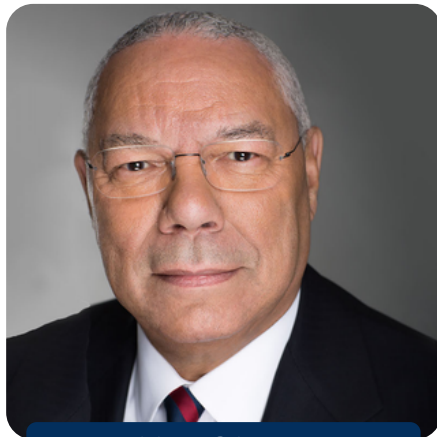OUTBACK FIVE STAR CLARK PHILIPPINES, INC.

IMS Internal Audit Workshop

SITUATIONAL LEADERSHIP QUOTATIONS

How do professionals become better situational leaders? It might be helpful to consider these quotes from experienced leaders and apply them to your circumstances:
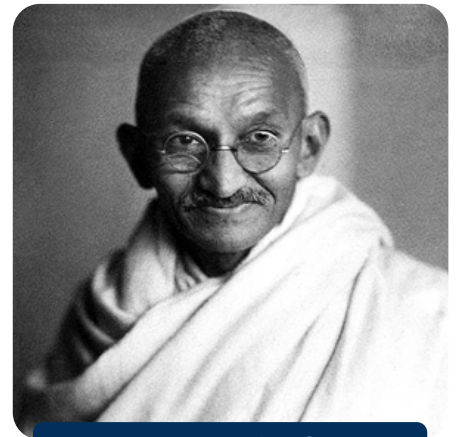
MARGARET WHEATLEY

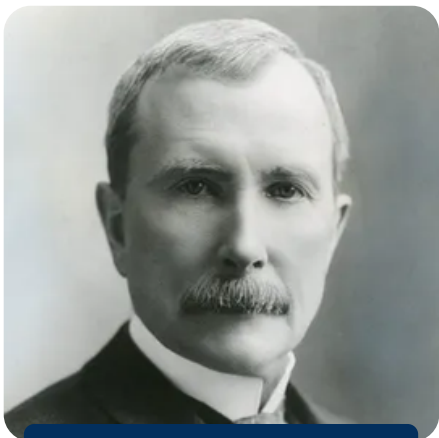"Leadership is a series of behaviors rather than a role for heroes."

COLIN POWELL

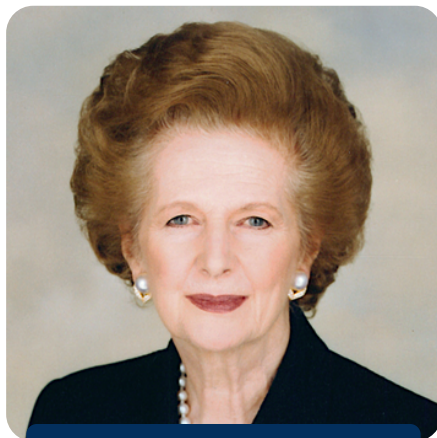"Leadership is solving problems."

MAHATMA GANDHI

"I suppose leadership at one time meant muscles, but today it means getting along with people."

JOHN D. ROCKEFELLER

"Good leadership consists of showing average people how to do the work of superior people."

MARGARET THATCHER

"You may have to fight a battle more than once to win it."

MAHATMA GANDHI

"It's what you learn after you know it all that counts."

SOURCE: https://online.stu.edu/articles/education/what-is-situational-leadership.aspx

SITUATIONAL LEADERSHIP STYLE REQUIREMENTS

Here are some of the characteristics of the Situational Leadership style:

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.

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.

SOURCE: https://online.stu.edu/articles/education/what-is-situational-leadership.aspx

FROM THE EDITOR

A few years ago, I attended a workshop on how to become an excellent organizational leader, and one of the key takeaways from that workshop is that not one leadership style is best suited for everyone. For this month's issue of In Touch, we would like to share with you the Situational Theory of Leadership. May these articles broaden your perspective on how to become an excellent leader for everyone and help you and your organization build a stronger relationship. Enjoy reading and keep in touch!
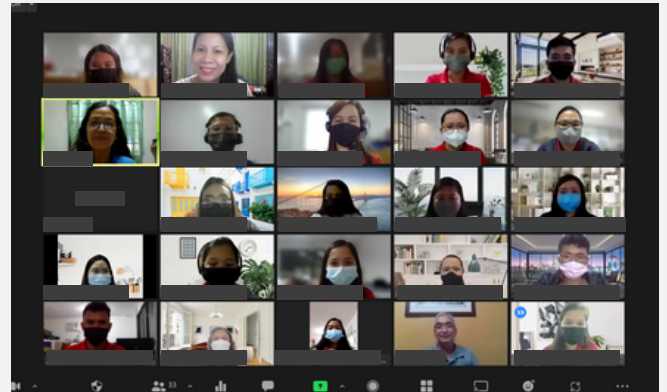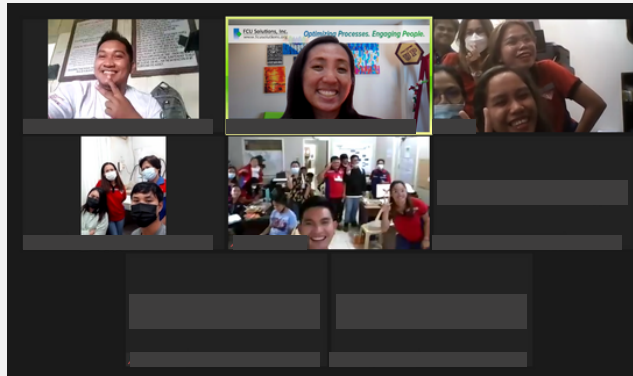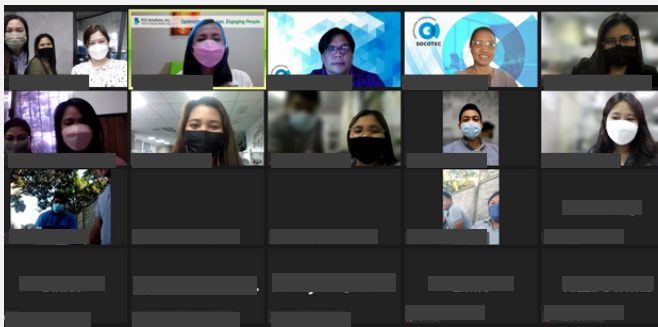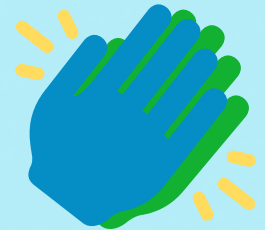
– Ian
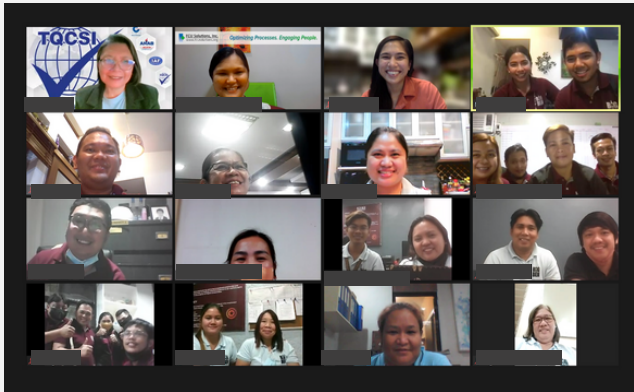
BIG BEN BUILDERS DEV'T AND REALTY CORP.

ISO 9001:2015 Surveillance Audit

IBC INTERNATIONAL BUILDERS CORPORATION

ISO 9001:2015 Surveillance Audit

CTP CONSTRUCTION AND MINING CORPORATION

ISO 9001:2015, ISO 14001:2015,
& ISO 45001:2018 Recertification Audit

BILREY CONSTRUCTION/NBCDC CORP.

ISO 9001:2015 Surveillance Audit

LEO TIRE MANUFACTURING CORPORATION

ISO 9001:2015 Surveillance Audit

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GENERATION CX: CUSTOMER SERVICE EXCELLENCE
May 4-6 | 9:00 am - 12:00 nn

INTERNAL AUDIT
May 10-13 | 1:00 pm - 5:00 pm

LEAN THINKING IN CONSTRUCTION
May 17-20 | 9:00 am - 12:00 nn

THE SHIFAU METHOD
May 17-20 | 1:00 pm - 5:00 pm

CAUSE MAPPING: EFFECTIVE PROBLEM SOLVING APPROACH
May 23-24 | 9:00 am - 12:00 nn

OUTCOME-ORIENTED INTERNAL AUDITING FOR CONSTRUCTION
May 25-26 | 1:00 pm - 5:00 pm

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