

# Situational Leadership

## Instructions:

Imagine you are a manager involved in each of the 12 following situations:

1. **Read** carefully each item and think of what your reaction would be when confronted with each particular circumstance.
2. Encircle the letter which, in your opinion, corresponds best to your idea of the proper conduct in the given situation.
3. **Encircle only** one letter.

N.B. Do not change your situational reference from one item to the other.

\*(taken from Hershey, P., Blanchard, K, "The Annual Handbook for Group Facilitators).

1. Your subordinates no longer respond to your friendly attempts at conversation and to your obvious interest in their well-being. Their performance follows a decreasing curve.
  - A) You emphasize the use of uniform procedure and the completion of tasks.
  - B) You are open to discussion, without initiating it.
  - C) You talk with your subordinates, and then you set objectives.
  - D) You are careful not to intervene.
2. Your group's performance is improving. You are sure that all the members of the group know what their role is and what the standards of performance are.
  - A) You engage in friendly interaction while ensuring that all members of the group are aware of their role and of the standards of performance.
  - B) You take no particular action.
  - C) You do your utmost so that the group feels important and involved.
  - D) You stress the importance of deadlines and of tasks to be completed.

3. The members of your group have failed to find a solution to a particular problem. They are usually left to work out their own problems. The group's performance and their interpersonal relations are good.
  - A) You involve the group and together you search for a solution.
  - B) You let the group sort things out
  - C) You act quickly and firmly to rectify the situation and put the group back on the right track.
  - D) You encourage the group to work out the problem and make yourself available to help them if needed.
  
4. You are planning to implement an important change. Your subordinates' performance is excellent. They are aware of the need for change.
  - A) You let the group get involved in the elaboration of the change, without insisting.
  - 8) You advise the group of the changes to be made and closely supervise their implementation.
  - C) You let the group direct the implementation of the changes.
  - D) You take the group's recommendations into account and then take your own decision as to the changes to be made.
  
5. Your group's performance has decreased over the last few months. The members no longer feel involved in achieving objectives. Redefinition of roles has helped in the past. You had to give the members a push to get them to perform their tasks on time.
  - A) You let the group decide what measures to take.
  - B) You take the group's recommendations into account, and you see to it that objectives are reached.
  - C) You redefine the objectives and supervise closely.
  - D) You let the group take part in the definition of objectives, without insisting.

6. You are new in a group known for its efficiency. Your predecessor had things well in hand and managed very efficiently. You wish to maintain productivity and at the same time humanize relations with personnel.
- A) You do your utmost to make the group feel important and involved.
  - B) You stress the importance of deadlines and of tasks to be accomplished.
  - C) You choose not to intervene.
  - D) You get the group involved in the decision-making process and see to it yourself that objectives are reached.
7. You are thinking of considerably changing the structure of your unit. Certain members of the group have suggested some necessary changes. The group has proven itself to be flexible in current operations.
- A) You give details of the changes to be made and closely supervise their implementation.
  - B) You obtain the group's agreement and let them organize the implementation of the changes.
  - C) You are prepared to accept the changes recommended by the group and you keep control of their implementation.
  - D) You avoid any confrontation; you let things take their course.
8. The group's performance is good, even excellent, as are interpersonal relations. You are preoccupied by your casual style of management
- A) You leave things as they are with the group.
  - B) You discuss this situation with the group and initiate the necessary changes.
  - C) You take the steps necessary to ensure that your subordinates work in a very precise manner.
  - D) You are careful not to harm employer/employee relations by being too overbearing.

9. You are directing a workgroup whose recommendation on changes to be made is long overdue. The group's objectives are vague. There are always some members absent at meetings of the group. These meetings are now more like social gatherings. However, members of the group have the resources necessary to accomplish the work.
- A) You let the group sort things out themselves.
  - B) You take the group's recommendations into account and make sure that the objectives are reached.
  - C) You redefine the objectives and supervise carefully.
  - D) You let the group get involved in the definition of the objectives, without insisting.
10. Your subordinates, who are used to assuming their responsibilities, were indifferent to your redefinition of performance standards.
- A) You let the group get involved in the redefinition of standards, without insisting.
  - B) You redefine the standards and supervise carefully.
  - C) In order to avoid any confrontation with members of the group, you put no pressure on them.
  - D) You take the group's recommendations into account and see to it that they conform to the new standards.
11. You have been promoted to a new position. Your predecessor did not get involved in the group's business. The group was self-managing and accomplished its work well. Interpersonal relations are good.
- A) You take the steps necessary to ensure that your subordinates work in a very precise manner.
  - B) You involve your subordinates in the decision-making process and reinforce their valid contributions.
  - C) You discuss the group's performance and examine the necessity of new procedures.
  - D) You continue to let the group manage itself.

12. You have been informed of internal problems presently experienced by your group. This group has performed particularly well until ninth. It has attained a remarkable degree of accomplishment. Its members have realized their long-term goals. They have worked in harmony during the last year. They are all well qualified for the tasks they have to accomplish.
- A) You try to solve the problem together with your subordinates, and you examine whether the group needs new procedures.
  - B) You let the group settle its problems.
  - C) You act quickly and firmly to rectify the situation and put the group back on the right track.
  - D) You are open to discussion and are careful not to damage relations with your employees.

## CORRECTION GRID

Note: Indicate here the items you have encircled for each situation (situations 1 to 12)

	COLUMN 1 (Style)				COLUMN 2 (Efficiency)				
	1	2	3	4					
1	A	C	B	D	D	B	C	A	
2	D	A	C	B	B	D	C	A	
3	C	A	D	B	C	B	A	D	
4	B	D	A	C	B	D	A	C	
5	C	B	D	A	A	D	B	C	
6	B	D	A	C	C	A	B	D	
7	A	C	B	D	A	C	D	B	
8	C	B	D	A	C	B	D	A	
9	C	B	D	A	A	D	B	C	
10	B	D	A	C	B	C	A	D	
11	A	C	B	D	A	C	D	B	
12	C	A	D	B	C	A	D	B	
TOTAL 1:					___	___	___	___	___

Vertically add the number of "circles"

Multiply by (\*)

-2   -1   +1   +2

Sub-Total:    \_\_\_ + \_\_\_ + \_\_\_ + \_\_\_

Total 2:        \_\_\_\_\_

Further information will be provided during the course session.

<p>HIGH RELATIONSHIP AND LOW TASK 3</p>	<p>HIGH TASK AND HIGH RELATIONSHIP 2</p>
<p>LOW RELATIONSHIP AND LOW TASK 4</p>	<p>HIGH TASK AND LOW RELATIONSHIP 1</p>