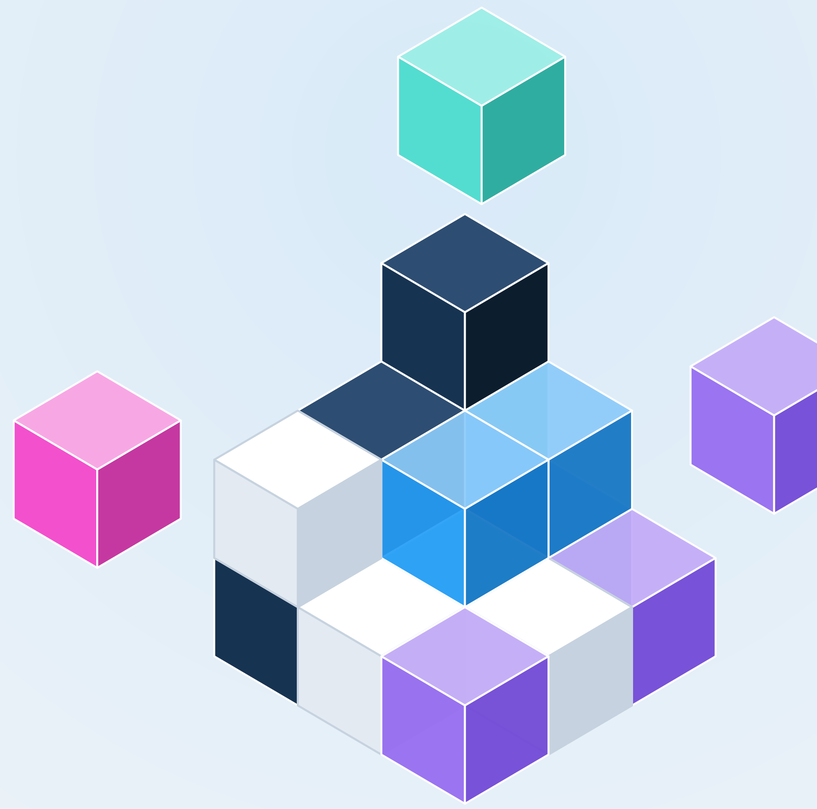
LEADERSHIP & PEOPLE

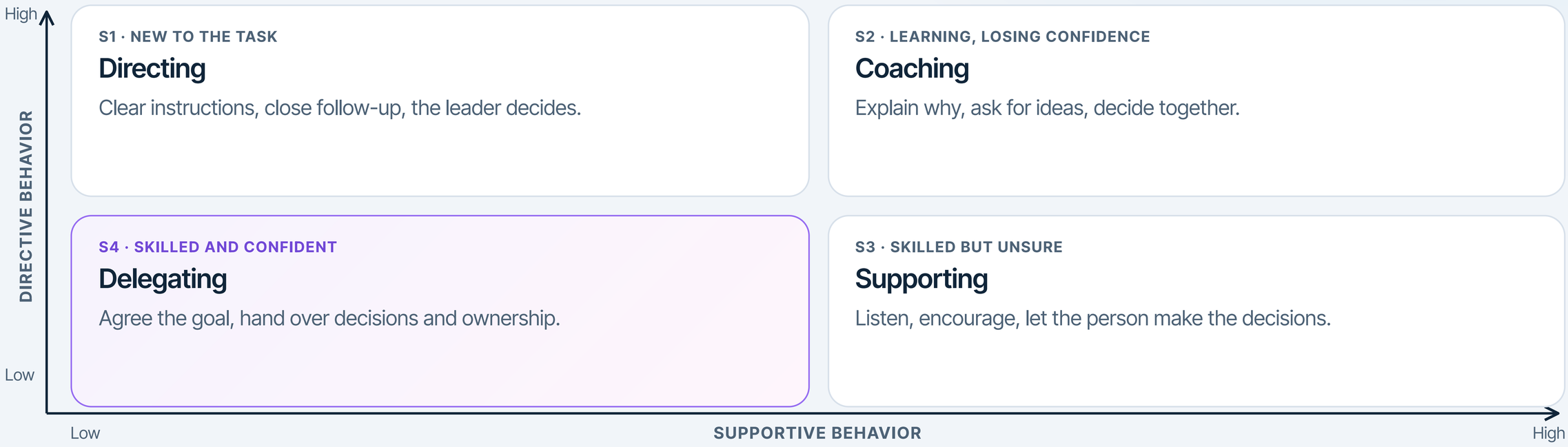
Situational Leadership

Situational leadership matches the amount of direction and support a leader gives to the competence and commitment a person shows for a specific task.



01 THE CORE MODEL

TWO AXES · FOUR LEADERSHIP STYLES



Competence

Task-specific knowledge and skill, not general ability.

Commitment

Confidence and motivation for this particular task.

Style match

The style follows the person's development level on this task.

02 MATCHING THE STYLE

One person can need different styles for different tasks.

ONE STYLE — FLEXIBLE

SAME STYLE FOR EVERYONE

- Experts feel micromanaged
- Beginners feel left alone
- Performance plateaus

STYLE BY TASK AND PERSON

+ Support where it is needed
+ Faster growth toward independence
+ Leader time used where it counts

03 WORKED EXAMPLE

NEW TEAM LEADER LEARNING THE SHIFT HANDOVER

WEEK 1 Directing — leader runs it and explains → **WEEK 3** Coaching — team leader runs, gets feedback → **WEEK 6** Supporting — asks for help when needed → **WEEK 10** Delegating — owns the handover fully

04 MANAGEMENT TAKEAWAYS

01 — Diagnose before you lead

Assess competence and commitment for the specific task.

02 — Say which style you use

Agree openly how much direction and support the person will get.

03 — Shift styles over time

Plan the move from directing to delegating as skill grows.

05 COMMON MISTAKE

LIMITATION

Labeling people, not tasks

Development level depends on the task. A senior engineer can be a beginner at leading a team.