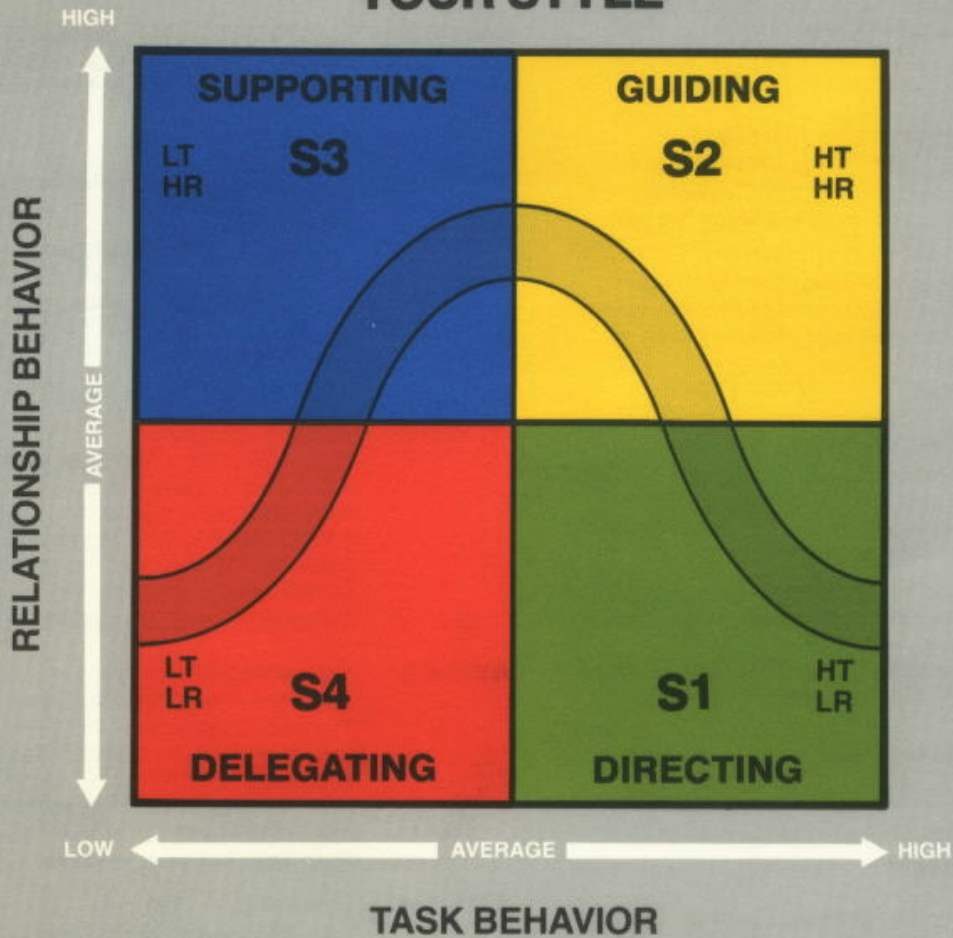


# SELECTING LEADERSHIP STYLE

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## YOUR STYLE



## OTHER'S TASK-SPECIFIC READINESS

# SELECTING LEADERSHIP STYLE

## STEP ONE

Do your homework. Learn as much as you can about the situation. Be task-specific. Clearly define the task or responsibility you are attempting to influence.

## STEP TWO

Discuss your perception of the situation with the other person. Listen to their opinions and concerns.

## STEP THREE

Determine the task-specific readiness of the other person.

### Task-specific readiness is a function of:

#### Ability:

**Skills:** The individual's skills for completing this task successfully. Consider specific training and past experience in the same or similar tasks.

**Understanding:** The individual's knowledge of what to do and how to do it with awareness and acceptance of priorities. Consider the individual's past accomplishments in the same or similar tasks.

**Motivation:** **Desire to achieve:** the individual's desire to achieve relative to this task. Consider whether the individual has the incentive to accomplish this task.

**Confidence:** The individual's level of assurance and security in regard to this task. Consider the individual's willingness to assume responsibility.

### The four readiness levels are:

- R1** Low in Ability and Low in Motivation.
- R2** Low in Ability and High in Motivation (desire).
- R3** High in Ability and Low in Motivation (confidence).
- R4** High in Ability and High in Motivation.

## STEP FOUR

Choose the leadership style that fits the other person's task-specific readiness.

### Leadership Style is a function of:

#### Task Behavior:

Directing others. Telling or showing them what to do or how to do something specific. Leader-initiated communication is typical when using a high amount of task behavior.

#### Relationship Behavior:

Supporting others. It involves two-way communication. Praising, encouraging, being supportive, discussing or facilitating.

### The four leadership styles and their effective uses are:

#### STYLE 1

##### Directing

##### High Task & Low Relationship (HT/LR)

The leader provides specific direction and supervises closely when necessary. The leader makes rules clearly understood and maintains tight controls when needed.

*Style 1 fits Readiness Level R1.*

#### STYLE 2

##### Guiding, Coaching

##### High Task & High Relationship (HT/HR)

The leader provides direction and supervision while encouraging the other person's involvement. The leader provides coaching and takes the time to answer questions and explain decisions.

*Style 2 fits Readiness Level R2.*

#### STYLE 3

##### Supporting, Participating

##### Low Task & High Relationship (LT/HR)

The leader collaborates with the other person in setting objectives. The leader encourages participation in decision-making and gives personal support when it is needed.

*Style 3 fits Readiness Level R3.*

#### STYLE 4

##### Delegating

##### Low Task & Low Relationship (LT/LR)

The leader gives the other person the freedom to do their job and encouragement to take as much responsibility as they can handle. The leader takes appropriate risks in letting others make decisions.

*Style 4 fits Readiness Level R4.*

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