

Situational Leadership and Leadership Communication

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Identifying Developmental levels

- **Commitment** is a combination of an individual's confidence and motivation
- **Competence** is the knowledge and skills an individual brings to a task or goal.

Combining these two key factors leads to 4
Developmental levels

Developmental Level D1

- The “Enthusiastic Beginner”
 - Characterized by Low competence and High commitment.

Developmental Level D2

- The “Disillusioned Learner”
 - Characterized by low to some competence and low commitment.

Developmental level D3

- The “Reluctant Contributor”
 - moderate to high competence and variable commitment.

Developmental level D4

- The “Peak Performer”
 - high competence and high commitment.

Leader Behaviors

- **Directive** behavior is the extent to which the supervisor does following:
 - Engages in one-way communication
 - Spells out the followers role
 - Tells the follower what, where and when to do it
 - Closely supervises performance

Leader Behaviors

- **Supportive** behaviors means the extent to which a supervisor does the following
 - Provides support and encouragement
 - Involves the follower in decision making
 - Engages in two way communication
 - Listens
 - Facilitates interaction

Leadership Style

In all four styles the leader:

1. Clarifies expectations and goals
2. observes and monitor performance and
3. Gives Feedback

Leadership Styles

- Style 1: “Directing”
 - Defining, planning, showing, monitoring, giving feedback
- Style 2: “Coaching”
 - Asking, explaining/clarifying, praising, redirecting

Leadership Styles

- Style 3: “Supporting”
 - Collaborating, re-assuring, listening, Facilitating self-reliant problem solving
- Style 4: “Delegating”
 - Empowering, Trusting, Acknowledging, Challenging