



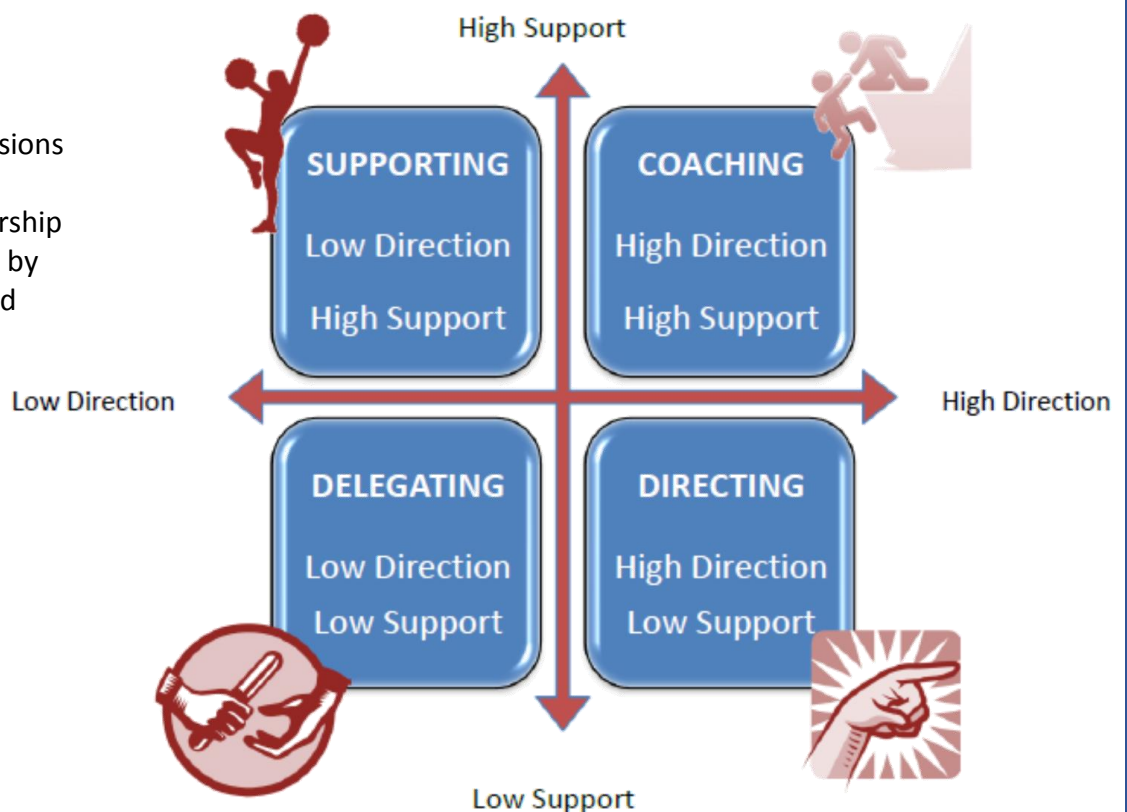
## Flexible Leadership

### Direction and Support

The fundamental principle of flexible leadership is that the behaviour of the leader is driven by two important dimensions:

Direction	Support
<ul style="list-style-type: none"> <li>• Telling</li> <li>• One-way</li> <li>• Structured</li> <li>• Specific</li> <li>• Detailed</li> <li>• Decisive</li> <li>• Uncompromising</li> <li>• Focussed</li> <li>• Determined</li> <li>• To-the-point</li> <li>• Taking control</li> </ul>	<ul style="list-style-type: none"> <li>• Listening</li> <li>• Asking</li> <li>• Recommending</li> <li>• Discussing</li> <li>• Persuading</li> <li>• Showing</li> <li>• Helping</li> <li>• Two-way</li> <li>• Open to change</li> <li>• Counselling</li> <li>• Reflective</li> </ul>

These two dimensions produce the Situational Leadership Model as defined by Ken Blanchard and Paul Hersey.





## About the Styles

SUPPORTING (PARTICIPATING)	COACHING (SELLING)
 <p>This style sees the leader encouraging their team to make their own decisions and manage their own work. The leader will act as a sounding board and will share responsibility for decision-making with the team, to help them to achieve their objectives their way.</p> <p>The <b>supporting</b> style tends to be useful:</p> <ul style="list-style-type: none"> <li>• With experienced staff</li> <li>• In potentially sensitive situations</li> <li>• When there is time to consider various options</li> <li>• When someone has lost confidence</li> <li>• When managing individual issues.</li> </ul>	 <p>The Coaching Style is similar to the directing style in that the leader makes the decisions and directs people in what to do, but is different in that the leader explains the reason for the task but seeks input from the team regarding how the objective can be met.</p> <p>The <b>coaching</b> style tends to be useful:</p> <ul style="list-style-type: none"> <li>• To develop individuals</li> <li>• When motivation is low</li> <li>• When there is no single correct way to do something</li> <li>• When solving a problem</li> <li>• When an unpopular action has to be completed.</li> </ul>
DELEGATING	DIRECTING (TELLING)
 <p>The 'hands off' style of leadership where staff are given both the responsibility and authority for taking a range of decisions within agreed guidelines. Direction from the leader is low, and the freedom of choice is high for the colleagues.</p> <p>The <b>delegating</b> style tends to be useful:</p> <ul style="list-style-type: none"> <li>• With experienced and motivated staff</li> <li>• In routine situations, or where clear guidelines have been agreed and communicated</li> <li>• When there is time to consider various options</li> <li>• When risk is low.</li> </ul>	 <p>This style is about telling people what to do, when, where and how to do it. It consists mostly of one-way communication, with the leader telling what to do, when and how to do it. The leader takes all of the decisions and the team is expected to follow.</p> <p>The <b>directing</b> style tends to be useful:</p> <ul style="list-style-type: none"> <li>• With brand new staff</li> <li>• In a new situation (e.g. when implementing new procedures)</li> <li>• When quick, decisive action is required</li> <li>• When cascading down factual information from senior managers.</li> </ul>