

Northouse	<p>Situational Approach</p> <ul style="list-style-type: none"> • Based on Reddin’s (1967) 3-D management style theory • Focus on leadership in situations • Indv adapts his style to the demand of the diff situation
Northouse P 88-91	<p>Situational Leadership model</p> <ul style="list-style-type: none"> • Leadership Style <ul style="list-style-type: none"> ○ Behavior pattern of one who influences others ○ Directive (task) behaviors and supportive (relationship) behaviors ○ S1- high directive- low supportive – or a directing style that focuses on goal achievement with little supportive ○ S2- high directive high supportive– coaching focus on goal and maintain emotional needs ○ S3- high supportive and low directive – supporting approach ○ S4- low supportive and low directive– delegating approach that offers less task input and social support • Development of subordinate <ul style="list-style-type: none"> ○ The degree to which subordinates have competence and commitment necessary to accomplish a given task ○ D1- low in competence but high in commitment ○ D2- some competence but low commitment ○ D3- moderate to high competence but lack commitment ○ D4- high in development with high commitment and competence • Employees move fwd & bkwd along continuum and the leader must diagnose where they are
Northouse P92-93	<p>Strengths of Situational leadership</p> <ul style="list-style-type: none"> • Recognized as a standard for training leaders • A practical approach that is easy to understand and apply • Sets forth a clear set of prescriptions on how leaders should act to enhance their leadership effectiveness • Recognizes and stresses that there is not one “best” style of leadership, instead the need to be flexible
Northouse P93-96	<p>Criticisms of situational leadership</p> <ul style="list-style-type: none"> • No strong body of research findings • Ambiguity regarding how the approach conceptualizes certain aspects • Not clear in explaining how people move from low development levels to high or how commitment changes over time • Doesn’t address how demographics affect employees preferences for leadership • Doesn’t provide guidelines for how leaders use the approach in group setting as opposed to one-on-one
Northouse Ch 6	<p>Contingency Theory</p> <ul style="list-style-type: none"> • Fiedler 1964 • Leader-match theory that matches leaders to appropriate situations • Concerned with styles and situations • Leadership styles- task motivated or relationship motivated • Least Preferred Coworker scale (LPC) is used. If you score high you are relationship motivated, if you score low you are task motivated • Situations- leader-member relations, task structure, and position power