



Why a Situational Approach to Leadership Makes All the Difference

Great leaders see the promise in everyone and champion their futures by showing a path to success for their team and the organization. And for decades, *directive and supportive leader behaviors* have been vital to this leadership promise and to a leader's effectiveness.



In order to understand the interactive effects of direction and support on employee outcomes in a more rigorous way, the researchers at The Ken Blanchard Companies® designed a study to investigate the effectiveness of the four leadership styles found in the SLII® model, and desirable organizational outcomes like performance, trust, job satisfaction, and talent retention.

The SLII framework holds that no single-best leadership style exists;

any one of four leadership styles using different combinations of direction and support can be appropriate, depending on a diagnosis of the situation. Effective leaders shift their leadership style for the situation and the person they are leading. The skill of leadership flexibility is paramount to effectiveness.

Several validated assessments were used in the study and more than 500 leaders and individual contributors participated. And the findings concluded that



- 1.
- 2.

All four styles are used to varying degrees by leaders

All four leadership styles are needed and valued by direct reports

The study also found that when there is a fit between the style people receive and what they want from their leaders, they are more likely to



Trust their leaders



Be more positive about their work environments



Be more positively inclined to perform at their best



Stay with their organizations



Behave in ways that benefit their organizations



Endorse the organization to colleagues, family and friends

When people get the leadership style they need they are happier in their roles, and more likely to behave in ways that benefit the organization than those who don't.

But that doesn't mean that leaders automatically know how to do this.

It's important to train leaders in the core skills and the micro skills of SLII to optimize the performance of all.

Effective leaders give their people exactly what they need, when they need it.

They offer guidance, caring, and autonomy, and provide just the right amount of direction and support to help their team members succeed. They know how to develop competent, self-reliant contributors who deliver faster results for your organization.

That's SLII.

Empowering leaders to have authentic conversations that drive performance and unleash talent. Because when inspired leaders inspire others, there are no limits to the greatness your organization can achieve.



Learn more at kenblanchard.com/SLII

SEE THE FULL STUDY AT
resources.kenblanchard.com/whitepapers/why-a-situational-approach-to-leadership-matters