Leadership Styles

Leadership Style is a function of:

**Task Behavior**: the extent to which the leader provides structure, clarity, and direction.

**Relationship Behavior**: the extent to which the leader 1) facilitates two-way communication, probes, listens, and 2) provides encouragement and positive reinforcement.

The four leadership styles and their effective uses are:

**DIRECTING**  
High Task & Low Relationship (HT/LR)  
- **Tell**  
The leader provides specific direction and supervises closely. The leader tells the follower what the task is, what to do, and how to do it. The leader shows the follower examples and/or how to do the task and allows the follower to do the task, providing specific feedback on the performance. The leader makes rules clearly understood and maintains tight controls when needed.

*Style 1 fits Readiness level 1 (R1)*

**GUIDING**  
High Task & High Relationship (HT/HR)  
- **Explain**  
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 2 (R2)*

**SUPPORTING**  
Low Task & High Relationship (LT/HR)  
- **Probe**  
The leader probes and listens to determine the nature of the followers concerns and issues. Then, the leader helps to remove any obstacles to the followers motivation and encourages where appropriate.

*Style 3 fits Readiness Level 3 (R3)*

**DELEGATING**  
Low Task & Low Relationship (LT/LR)  
- **Clarify**  
The leader gives the follower the freedom and responsibility to do the task, clarifying expectations for the end result. The leader acknowledges the followers expertise and accomplishments, and takes appropriate risks in letting the follower make decisions. The follower and leader agree on how and when follow-up will occur.

*Style 4 fits Readiness Level 4 (R4)*