

Person X

Date 12/12/2024

SCORE

The highest score indicates your preferred style. Ideally, you would perfectly alternate between the four styles, scoring 25% on each. In this case, all four styles are your preferred styles.

However, most people have two preferred styles, meaning they score equally on two styles. Depending on the situation, you alternate between these two styles.

A score of 25% or more indicates your supportive style, which is the style you use after your preferred style(s).

A score of 15% or less indicates that this is a style to be developed.

Situational leadership

The Situational Leadership Model is of great importance in recognising the 'situation' of your employee and being aware that applying the right leadership style has a major impact on the employee's development and the quality of the work delivered.

The model is based on the relationship between leader and employee and determines which leadership style is most effective at a given time.

Research shows that in every situation, one particular style will be the most effective, while the other three styles will be less effective. Therefore, a leader must assess which leadership style is most effective based on the situation (situational leadership).

PREFERRED STYLES

Delegating/ Observing

35%



- Low task- and relationship-oriented.
- The leader fully delegates responsibility to the employees and allows them to work independently.
- Minimal guidance and support are needed as the employees are both competent and willing.

Best for: Employees who are highly competent and motivated to work independently.

Style effectiveness

8



The effectiveness of the Delegating style reflects how well a leader tailors their approach to the needs and qualities of the team.

An effective style shows that the leader communicates clearly, assigns appropriate responsibilities, and provides support when needed, fostering trust and autonomy within the team.

An ineffective style can lead to confusion, imbalance in responsibilities, or lack of engagement, negatively affecting team performance and collaboration.

SUPPORTIVE STYLES

Participating/ Supporting

30%



- Relationship-oriented, less task-oriented.
- The focus is on collaboration and supporting the employees.
- The leader encourages, gives compliments, and asks questions, but employees take more responsibility for execution.
- Decisions are made together, and communication is two-way.

Best for: Employees who have some competence but do not yet show enough self-confidence or willingness.

Style effectiveness

5



The effectiveness of the Participating style reflects how well a leader uses a people-focused approach to foster effective collaboration.

High style effectiveness demonstrates that the leader can support a team with uncertainties but sufficient skills by finding a suitable balance between supporting, motivating, and providing clear guidance.

Low style effectiveness indicates a lack of an adapted approach, which may lead to challenges in effectively building trust and achieving shared goals.

Telling/ Directing

20%

- Task-oriented, low relationship orientation.
- The leader gives clear instructions and describes exactly what, how, when, and by whom tasks should be done. There is little room for feedback or discussion.
- Communication is one-way, and the leader closely monitors execution.

Best for: Employees with low competence and low willingness or motivation.

Style effectiveness

8



The effectiveness of the Telling style refers to how well a leader applies a task-oriented approach across different situations.

An effective style is characterised by clear instructions and structure, which are particularly beneficial for inexperienced employees and support their performance.

An ineffective style can result in insufficient guidance, making it more challenging to manage inexperienced or unmotivated employees.

STYLES TO BE DEVELOPED

Selling/ Coaching

15%



- Both task- and relationship-oriented.
- The leader continues to give instructions but motivates and explains why certain decisions are made. There is room for discussion, and the leader tries to get employees on board.
- This is a coaching and motivational style.

Best for: Employees who are not yet competent but are motivated. Enthusiastic, yet inexperienced.

Style effectiveness

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The effectiveness of the Selling style reflects how well a leader tailors their approach to the needs of the team and the situation.

An effective style demonstrates the leader's ability to transform enthusiasm into tangible results, for instance by motivating inexperienced team members with clear guidance and encouragement.

A less effective style may indicate that the leader fails to address the needs of motivated but inexperienced team members, limiting their potential for growth.

YOUR FLEXIBILITY AND EFFECTIVENESS

Style flexibility

24



The score can range from 0 to 30. The lower the score, the poorer the style flexibility. In this case, you tend to choose the same behaviour in constantly changing situations. A score closer to 30 indicates that you can easily adapt your behaviour to the situation, meaning you are very flexible.

Style effectiveness

24



You are an effective leader if you can apply the right style in the right situation. The higher this score, the more effective you are as a leader.