APPENDICES
APPENDIX 1.1

THE OHIO STATE LEADERSHIP QUADRANTS
APPENDIX 1.2

THE LEADERSHIP GRID

1,9 Country Club Management
Thoughtful attention to needs of people for satisfying relationships leads to a comfortable, friendly organization atmosphere and work tempo.

9,9 Team Management
Work accomplishment is from committed people; interdependence through a "common stake" in organization purpose leads to relationships of trust and respect.

5,5 Organization Man Management
Adequate organization performance is possible through balancing the necessity to get out work with maintaining morale of people at a satisfactory level.

1,1 Impoverished Management
Exertion of minimum effort to get required work done is appropriate to sustain organization membership.

9,1 Authority-Obedience
Efficiency in operations results from arranging conditions of working in such a way that human elements interfere to a minimum degree.
APPENDIX 1.3
THE TANNENBAUM-SCHMIDT CONTINUUM OF LEADER BEHAVIOUR

- Leader makes decision and announces it.
- Leader presents ideas and invites questions.
- Leader presents problem, gets suggestions, and makes decision.
- Leader defines limits; asks group to make decision.
- Leader presents tentative decision subject to change.
- Leader "sells" decision.
APPENDIX 1.4

FIEDLER’S CONTINGENCY MODEL
APPENDIX 1.6

SUBORDINATE CHARACTERISTICS
Locus of control and/or ability

LEADER BEHAVIOR/STYLES
Directive
Supportive
Participative
Achievement-oriented

SUBORDINATE PERCEPTIONS
Motivation

OUTCOMES
Satisfaction
Role clarity
Goal clarity
Performance

ENVIRONMENTAL FORCES
Task characteristics
Formal authority system
Primary work group
APPENDIX 1.7
SITUATIONAL LEADERSHIP MODEL

Leader Behavior
Decision Styles

Task Behavior
The extent to which the leader engages in defining roles is telling what, how, when, where, and if more than one person who is to do what in:
- Goal-Setting
- Organizing
- Establishing Time Lines
- Directing
- Controlling

Relationship Behavior
The extent to which a leader engages in two-way (multi-way) communication, listening, facilitating behaviors socioemotional support.
- Giving support
- Communicating
- Facilitating interactions
- Active Listening
- Providing Feedback

Leader-Made Decision
Leader-Made Decision with dialogue and/or Explanation
Leader and Follower-Made Decision or Follower-Made Decision with Encouragement from Leader
Follower-Made Decision — Task Behavior (Directive Behavior)

Follower Readiness
Ability: has the necessary knowledge, experience, and skill
Willingness: has the necessary confidence, commitment, motivation

Telling
Guiding
Directing
Establishing

Selling
Explaining
Clarifying
Persuading

Participating
Encouraging
Collaborating
Committing

Delegating
Observing
Monitoring
Fulfilling

When a Leader behavior is used appropriately with its corresponding level of readiness, it is termed a High-Probability Match. The following are descriptors that can be useful when using Situational Leadership for specific applications:

S1
Telling
Guiding
Directing
Establishing

S2
Selling
Explaining
Clarifying
Persuading

S3
Participating
Encouraging
Collaborating
Committing

S4
Delegating
Observing
Monitoring
Fulfilling