



**Center For
Nonprofits & Philanthropy**

THE BUSH SCHOOL • TEXAS A&M UNIVERSITY

UTILIZING SITUATIONAL LEADERSHIP WITHIN NONPROFIT AND PUBLIC SERVICE SPACES

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Nonprofit Leadership – Adapting to Turbulent Times

Center for Nonprofits & Philanthropy



Excellence ★ Respect ★ Leadership ★ Loyalty ★ Integrity ★ Selfless Service

Founded in 2017, the Center operates with the belief that that nonprofits are instrumental in creating opportunities for all. This happens through capable leadership, excellent governance, and engagement of stakeholders. We also recommit to the principles of *public service and democracy* and the value of *diversity of thought and expression* that have helped The Bush School since its inception.

Our Values

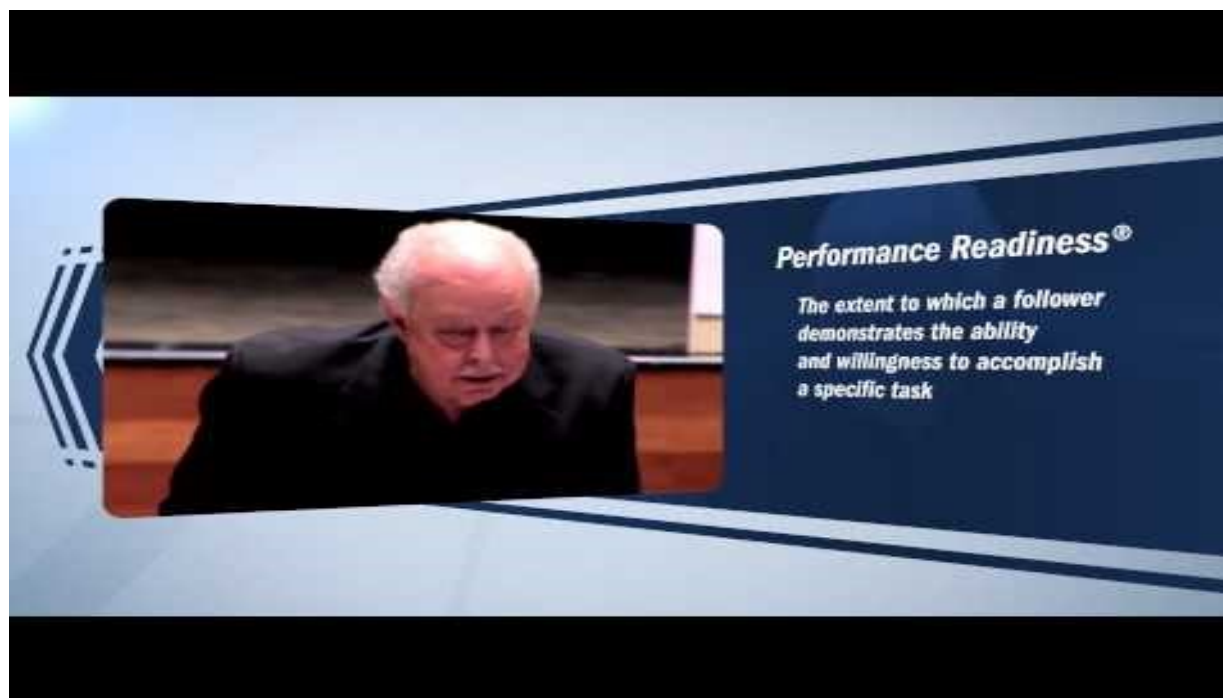
Nonprofits
Opportunity for all
Board governance
Leadership
Engagement

Our Mission: The CNP supports a vibrant nonprofit and philanthropic sector in Texas and beyond, through high quality research, professional outreach and engaged learning.

Educational Opportunities

- Master of Public Service & Administration
- Executive Master of Public Service & Administration
- Certificate in Nonprofit Management
- Certificate in Nonprofit Leadership – Continuing & Professional Education Courses

DR. PAUL HERSEY ON SITUATIONAL LEADERSHIP



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SITUATIONAL APPROACH MODEL

Developed by Paul Hersey; 1969

Focuses on leadership in situations

Different situations demand different types of leadership

To be effective, leaders should have the ability to adapt to demands of the situation at-hand

Theoretically, with regard to the 'situational' aspect, the model is primarily based on the situation followers/subordinates are in with respect to their competencies and commitment levels

Skill level and motivations vary over time



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DEVELOPMENT LEVELS OF FOLLOWERS

High	Moderate	Low
D4	D3 D2	D1
DEVELOPED		DEVELOPING

- D1, Low Competence and High Commitment
- D2, Some Competence and Low Commitment
- D3, Moderate-High Competence Lack Commitment
- D4, High Competence and High Commitment



SITUATIONAL APPROACH MODEL CONT

As follower competencies (skills) and commitment (motivation) levels change, leaders should pair their style to the developmental needs of subordinates

Directive Behavior

Giving directions

Establishing goals

Setting timelines

Defining roles

Determining methods of evaluation

Supportive Behavior

Asking for input

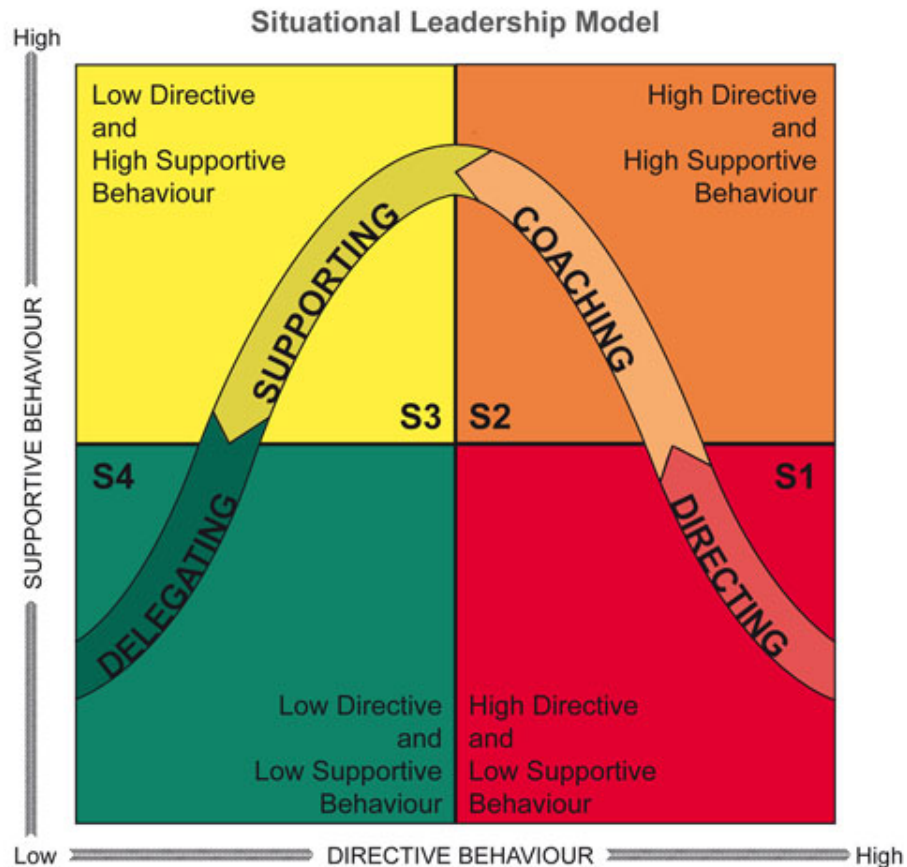
Solving problems

Listening

Praising

Sharing information about oneself

SITUATIONAL APPROACH MODEL CONT



S1 (Directing)-Instruction focused, supervise carefully

S2 (Coaching)-Encouragement, continued supervision

S3 (Supporting)-Empower, recognition, social support

S4 (Delegating)-Trust fully developed, get out of the way

SITUATIONAL APPROACH MODEL STRENGTHS

Solid history of its utilization in the workplace

Used for professional development training at 80% of the fortune 500 companies

Viewed as being a useful model for creating effective leaders



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SITUATIONAL APPROACH MODEL STRENGTHS

Can be applied in a variety of settings

Considering the variety of approaches, including their complexities, to measure one's leadership behavior...the Situational Approach Model's principles are easily learned and intuitively implemented



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SITUATIONAL APPROACH MODEL STRENGTHS

Versus being abstract, the Situational Approach Model is prescriptive as compared to being directive in nature

Model provides specific guidelines...what you should and shouldn't do in a variety of contexts

For those responsible as leaders and for developing others, it provides a guidelines to facilitating enhanced leadership



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SITUATIONAL APPROACH MODEL STRENGTHS

Encourages leaders to be flexible

Leaders first need to understand followers' needs and adapt their style accordingly

Because employees (followers) act differently/have varying levels of knowledge when pursuing certain projects, research has shown those who can switch their style based on the demands of meeting goals tend to be more effective as leaders



SITUATIONAL LEADERSHIP AT NONPROFIT AND PUBLIC SERVICE ORGANIZATION

Focus on employees:

Professional development

Planning and strategy

Organizational performance



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NONPROFIT LEADERSHIP – ADAPTING TO TURBULENT TIMES... NOVEMBER 12TH WEBINAR

NONPROFIT LEADERSHIP - ADAPTING TO TURBULENT TIMES
FALL 2020 ZOOM WEBINAR SERIES

Donors are giving, so how do we keep them?

Speakers:
Angela Seaworth, Nicole Gabler,
Codi Smith



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NOV. 12 | 12:20 PM CT | [BUSH.TAMU.EDU/EVENTS](https://bush.tamu.edu/events)



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Learn More about our Center

Our Center's team is committed to strengthening the nonprofit sector, so please contact us to learn how we may help your organization or help you advance your nonprofit career.

For individual CNP staff contact information, please consult our directory under [Faculty & Staff](#).

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