

**Situational leadership**, April 9, 2020  
Webinar, Leadership Institute, 1 hour

A big thank you to Ghislaine Clot

Outline of the webinar:

**What the crisis makes us feel**

- Feeling of being overwhelmed
- Temptation to withdraw
- Regression

**Adapt your managerial style to situations**

- Task-centred behaviour
- Relationship-centred behaviour

**Supervised and directed style**

- New people at work

**Probable behaviour in crisis**

- Regress, lose their means
- Dependent
- Difficulty organizing
- Difficulty prioritizing

**How to supervise people with this style?**

- Meet them regularly

**Persuaded and explained style**

- Person who is not entirely competent but believes that he/she is competent

**Probable behaviour in crisis**

- Risk of taking initiative without knowing what to do

**Participated and engaged style**

- People with strong skills but may have motivation challenges

**Probable behaviour in crisis**

- Regression
- Increased insecurity
- Low tolerance for ambiguity

**How to supervise people with this style?**

- Listen, ask for advice
- Involve the employee

**Delegate style**

- Person with strong competence, autonomy and motivation

**Probable behaviour in crisis**

- Work alone and fast
- Risk of exhaustion
- Demotivation if he/she has a feeling of non-performance

**How to supervise people with this style?**

- Give him/her mandates