



One Size Does Not Fit All

As leaders we need to realize that not every style works in every situation or with every person. Our styles of leadership and level of involvement will shift from person to person and task to task.

People will come to a task with at least two variables:

- Competence or skill
- Energy or motivation

A helpful tool to help us decide how best to manage and lead the people in our teams is to use the matrix below.

By scoring each colleague on two criteria – energy and skill, it is possible to describe their performance as a combination.

An inexperienced employee who has relatively low skill so might score 3/10. If she has high constructive energy, she may score 7/10. The score would be written (3,7) – plotting 3 on the 'x-axis' (skill) and 7 on the 'y-axis' (energy). Her performance would be located within quadrant 3 (light green) when plotted on the matrix.

The leadership style would require coaching and mentoring to develop the skill.

A highly experienced motivated person might score 8 and 8 respectively and be in the dark green quadrant where the leadership style would be delegating. This team member may have more autonomy and independence.

However, one size does not fit all. The same person may have a different competence or motivation in a different assignment. The leader would shift involvement accordingly.

Four Quadrant Leadership

Constructive Energy	<p>Characteristics: High constructive energy, positive attitude, lacking in confidence?? teachable, low level of skill</p> <p>"We'll talk, we'll decide"</p> <p>Leadership model coaching and mentoring</p> <p style="text-align: right;">3</p>	<p>Characteristics: High constructive energy, excellent attitude, highly competent</p> <p>"We'll talk, you decide"</p> <p>Leadership model Delegation Check in with me every so often</p> <p style="text-align: right;">4</p>
	<p>Characteristics: Low constructive energy, poor attitude, low level or skill Query competence process?</p> <p>"I'll decide"</p> <p>Leadership model Direction</p> <p style="text-align: right;">1</p>	<p>Characteristics: Low constructive energy, poor attitude, competent.</p> <p>"We'll talk, I'll decide"</p> <p>Leadership model Supervision</p> <p style="text-align: right;">2</p>
	Competence or Skill	

You can use this matrix to consider your own competence and motivation for tasks.

You can use it to assess a staff member now, and a task assigned to that person. (Hint: Ask the team member to self evaluate.)

This tool can help leaders adapt their leadership style to situations. It can also be a part of an evaluation and growth tool. If we have someone in the purple quadrant and want them to shift or grow into another quadrant, we mutually have a conversation as to how to get them there.

As empathic and emotionally or spiritually intelligent leaders, we will want to understand where low motivation is coming from and address it appropriately. For example, someone with a high level of competence but apparently low energy might be working just for the paycheck and is not heavily engaged in the mission. Supervision will be needed, plus some efforts in helping the person be more intrinsically motivated.

However, someone else may be highly competent and typically committed but is scoring low on motivation because of personal reasons, health issues or something unrelated to the work. In that case too much supervision may cause added stress. Instead, an affiliative, personal approach to problem solving may be more effective.

