



## Focused Leader Profile

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No two work group situations are necessarily the same. And with so many complex variables to consider, what makes a leader effective? The answer is focus and flexibility.

According to the well-known work of Fred Fiedler, “The best style of leadership is determined by the situation in which the leader is working.” The *Focused Leader Profile - A Situational Approach to Leading Work Groups*, adapts Fiedler’s work to the practical concerns of today’s leaders. By examining three critical factors - relationships, task clarity, and power base - this powerful tool helps leaders narrow their focus, analyze work group situations, and then determine how to respond most effectively.

### Learning Outcomes

- Understand that leadership is situational
- Learn the three key factors leaders should use to analyze and respond to work group situations
- Identify appropriate task- and/or relationship-focused responses
- Develop personalized action steps for responding to a current leadership situation

### Theory

According to Fred Fiedler and his researchers, all leadership is situational - meaning that a leader should base behavior on the situation in which he or she finds him or herself. Fiedler and his group concluded that each leadership situation needed to be examined from 3 angles.

In the *Focused Leader Profile - A Situational Approach to Leading Work Groups*, the HRDQ Research and Development Team adapted Fiedler's work to the practical concerns of people who make group leadership decisions every day. The instrument identifies 3 factors to help leaders narrow their focus, analyze work group situations, and determine how to respond most effectively:

- Relationships among the leader and the group members
- Clarity of the task
- Leader's power base

### **How It Works**

The Profile presents leaders with 8 work situations and 4 possible responses. In scoring the instrument, they generate two profiles - one for Style Effectiveness and one for Leadership Flexibility. Next, leaders are introduced to the 3 Factors of Focused Leadership and then learn how analyze these factors when choosing an effective task/relationship-oriented approach to address work group situations. Interpretation of Profile results and action planning help leaders apply their learning to a current work group situation.

To provide further practice in analyzing situations and choosing an effective leadership response, the Facilitator Guide also includes a complete 3-hour workshop.

### **Uses for Focused Leader Profile**

The *Focused Leader Profile* is appropriate for leaders of groups or teams at any organizational level. Flexible enough to be used as a stand-alone instrument or as a component in a larger leadership-training program, it's the perfect starting point in helping leaders to think in terms of the "situation-ality."

*Focused Leader Profile* has a variety of applications including:

- *New supervisor/manager training*  
Use the Profile as a baseline for new managers. Coupled with an explanation of the theory and the Three Factors of a situation, new managers have a foundation for developing and fine-tuning their management skills.
- *Refresher training*  
Use the Profile as a pre/post application. By taking the Profile twice, managers gain a comparison and help in identifying areas of strength and improvement
- *Component of a longer training system*  
Use the Profile as part of a supervisory or leadership development curriculum.