EVALUATION OF HERSEYS TWO DIMENSIONAL LEADERSHIP MODEL

Srđan NIKEZIĆ[1], Dragan BATAVELJIĆ[2], Stefan NIKEZIĆ[3]

[1] Faculty of Science, Kragujevac, Serbia, email: srdjan_nikezic@yahoo.com
[2] Faculty of Law in Kragujevac, Serbia, e-mail: bataveljic@jura.kg.ac.rs
[3] Faculty of Humanities, Social Sciences and Law, University of Nicosia, Cyprus,
e-mail: stefan_nikezic@yahoo.com

Abstract—Various factors of external and internal environment affect the two-dimensional leadership styles. The factors are: organizational culture of the company, the nature of top management, time constraints, knowledge and experience of workers and finally, the need to control and nature of the leaders also influence the choice of leadership styles. We can see that, in order to more precisely define the leadership styles that are located between autocratic and democratic leadership style, leadership theory researchers used two-dimensional matrices, which define leadership styles depending on different parameters. Within the companies themselves, leaders typically adopt leadership styles that are used by their supervisors. Time constraints also affect the choice of styles. If you have limited time, leaders often use autocratic styles because they have no time to engage their employees in decision-making process. The mere knowledge and experience of workers, in many cases can affect the leaders. The leaders, who manage to experienced workers who know the area they work in it is harder to use a democratic leadership style. Finally, the need to control and nature of a leader may have influence on the choice of leadership styles. Paul Hersey's situational leadership model, given in two-dimensional matrix combining theory and practice as a model did not remain confined to academic circles, it is widely applied in practice of many companies in the world.

Keywords—two-dimensional approach, leadership styles, methods of operation, external factors and internal environment, Paul Hersey's situational leadership model.

I. INTRODUCTION

ALTHOUGH in practice there are many two-dimensional matrix, one of the most used, and the most popular in practice developed during the seventies, in the Center for Leadership Studies by Paul Hersey's. The Hersey defined leadership styles in relation to the following parameters:

➢ direction (task behavior) a leader is using in dealing with his workers,

➢ social - emotional support that the leader provides to their employees,

➢ "readiness", or levels of followers that shows the status of a particular task, function, activity or purpose. [1, 2, 3, 4, 5, 6, 7].

Thus, leaders can provide various kinds of support to their workers; on the other hand, leaders can provide the necessary directives and guidance in communication with his subordinate. This theoretical approach is called situational leadership, even though its creator Paul Hersey in all his papers and discussions insisted that instead of using a theoretical approach it should be used by model approach, which is more consequential and focused to the practice and setting goals. [1]

By using different parameters it is possible to identify several different styles of leadership, of which four were imposed as a primary: directive, coaching, delegating and participative (Figure 1).
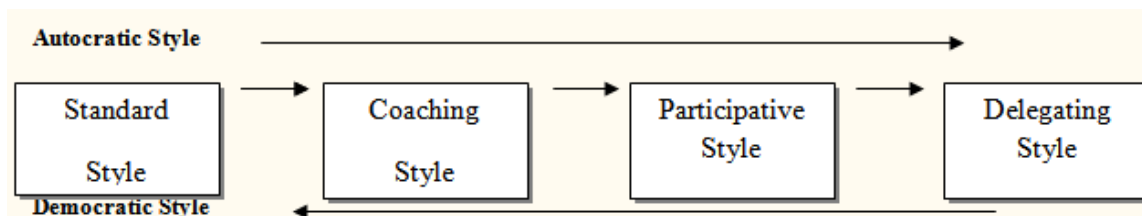
Picture 1: Fundamentals of Leadership model by Paul Hersey's

Directive leadership style relies on the directives of leaders, not on the support of workers. The style is applicable when workers know little about the area in which they work and when they do not want to take responsibility. Coaching leadership style is based on the directives of leaders, but also to support workers. Workers know the area in which they work and their opinion is important to the work process itself. Participative leadership style relies less on directives of leaders, and much on the support of workers. Implies the

idea of participation and participatory style of decision and a high interaction with employees, their maturity (from moderate to high), and unwillingness to take full responsibility, which requires adequate support of the leaders in the organization. The delegating leadership style mostly relies on the support of their workers, with minimal involvement of the directive leader. This style involves taking responsibility for making decisions that are made in situations where the followers have a high degree of maturity. [8, 34]

However, before we can perform a complete dissection of Paul Hersey's model of situational leadership style it is necessary to show the natural connection between directives of the operation and leadership of all four types for all four leadership styles (Table 1).

Table 1: Styles, methods of operation and sources of the directive; Source: Richard Johnson TQM: leadership for the quality transformation, Business Information's, Kuala Lumpur, Malaysia, 1997 [9, 92]

	Styles	Method of Action	Source of Directives
1	Standard	Directive with direct control	Leader
2	Coaching	Training with explanations of why, how and in what time frame, with demonstration exercises	Leader
3	Participative	Ideas, goals and decisions are jointly discussed and jointly made	Workers
4	Delegating	The entire process including the decision of followers	Workers

Very often, in practice of companies, as also saw the creator of the situational leadership model Paul Hersey while working in large companies at the beginning of his career, the leader has to be confronted with the workers and supporters whose performance are unsatisfactory. The value of situational leadership model is that it can be concretely implemented. Therefore Hersey's view is that the situational model is not a theory, but has particular aimed goal to be used in companies in different situations in which the leader is fully justified. The leader finally has to be a visionary while is capable if it is necessary to bring closer his vision to his followers and workers, or to explain, where necessary, why they require a new vision. His task is to initiate workers and followers in the direction of outlined vision and explain how the current efforts will later bring the fruits of realized vision of the company.

In his early works, in the sixties, Hersey was fresh out of the production process, and he formed the so-called life-cycle theory of leadership and management. While he worked with his colleagues at the University of Ohio, he discovered that the theoretical approach must be replaced with a concrete model that is applicable, and starting from the premise that coaching activities situational leaders can adapt to different situations. Of course, his assumptions are not met by understanding in the university circles, especially with R. Blake and J. Mouton who have formed a management network as a key decision for achieving production through people. [10] Hersey starts from the assumption that the recipes cannot be prescribed without the diagnosis and that there aren't countless situations for the number of leaders, but one leader can be adapted through training to the particular situation in the company.

II. PAUL HERSEYS DISECTION OF MODEL OF SITUATIONAL LEADERSHIP

Dr Paul Hersey during seventies in his Center for Leadership Studies developed the situational leadership model that is simple and easily applicable in practice, which was his goal. In its essence the model did not have the features of the theory, because by Hersey, a theory is something that is constructed, analyzed and understand the given event, while the model can be removed from the unit, multiply and use in different situations in practice. An example is the mass production model developed by Ford in the auto industry.

The model is something practical and applicable and can be used around the world and its goal is improvement of leadership.

Professor Schermerhorn [11] [1], which is one of the most active promoters of Hersey's situational leadership model in the universities across the United States, agreed with Dr. Hersey's theory is oriented toward understanding, and model towards a goal or the use or application.

We can say that the model is application-oriented, and that is exactly what the situational leadership is. Leadership, in Hersey's directive includes a combination of directive behavior and behavior support as an appropriate willingness of others to perform specific tasks or functions.

Model, in practice, faced with large-scale dispersion of the world range so the question was whether fifty

coaches and educators around the world talking to leaders and managers in such manner as is the base model. To avoid this situation coaches must be trained and experts in the model that they are explaining.

The work of Douglas McGregor's, and especially the book "The Human Side of Enterprise" (1960), had a profound impact on educational practice and the work of Hersey and Schermerhorn. In the book was identified the approach of creating an environment in which employees are motivated by the authority, direction, control, integration and self-control to achieve established goals. McGregor defined this motivation through theory X and theory Y. Theory Y is the practical application of the humanistic school of Dr. Abraham Maslow's. [13]

For Paul Hersey and Johan Schermerhorn's it is very important that students and professors, as well as managers and leaders of the companies are familiar with the work of Douglas McGregor and other influential figures in the history of leadership and management, because they remain as a permanent value. It is not important a date when they published their works because they have universal value. Hersey allegorically expressed this by saying: "You can see much further if you are on the shoulders of giants."

For Paul Hersey's important works are Carl Rogers's theory of personality in which he offered a wide range of explanations for the behavior and what constitutes a person. Basically, this theory has humanistic character and evolved from his work as a clinical psychologist and later developed as his theory of therapy which was treatment-oriented to a client, later called the theory directed to client. [14, 184-256] He observed his clients as subjects rather than objects. His view of human behavior is that it is "very reasonable". [15, 194] Moreover, in his opinion "the core of human nature is essentially positive," [15, 73] and on the "reliable body." [16, 7] This view of man's personality is completely different from the theoretical assumptions of Sigmund Freud, and partly from the work of Carl Gustav Jung, who at one time was a friend and associate of Sigmund Freud.

The study of the theory of personality served Paul Hersey to accept Carl Rogers's humanistic conception of personality that has strengths and weaknesses and that is a valuable contribution to the study of persons, free will and his own importance.

Paul Hersey in his business education adopted an interdisciplinary concept and recognized the value of "giants" of the past, which have significantly influenced the formation of his situational model of leadership. He thought that there must be a balance between high tech and high touch. Unfortunately, he believed that today the balance is lost. The technological revolution is important, but the "development cannot be achieved in a chair with one or two feet."

At a time of great economic expansion in the world, especially in the U.S., in the sixties, the management of multinational companies concentrated their thoughts so that they felt the need to find some magic solution for the problem of creating an effective leader. In this context, as opposed to network management of Blake and Mouton [17] which identifies concerns for production and concern for people, Hersey's Situational Leadership model extends this approach to behavior dimensions. The leader asks the question: "How shall I behave?" The diagnosis of situational leadership is an essential part of the skills that are trying to present to the audience. It allows the leader or manager to be a professional and efficient, even if he is dealing with medicine, law, or selling products. So, regardless of the activity in which he is exercising its leadership role. He cannot be a professional if he just signs prescriptions. According to Hersey a prescription without a diagnosis is abuse. It is necessary first to do a situational diagnosis that provides the necessary funds for substantial positive change.

In contrast to Fiedler, the Chemers and Mahar's, [18] and Robert House [19, 321-338], Paul Hersey believe it can help leaders to learn to change their behavior so that they cannot be replaced as leaders. Hersey believes that leaders can learn how to positively influence the different types of situations, that is, through training, people can become more effective leaders in various situations.

In its situational model of leadership Hersey, unlike network management decided for four styles of leadership. It could be five, eight or eighty-one style, but the question is whether it would have the right usability, and whether it would be so simple. No one wants a model that is too complicated, but a model that can be remembered and used.

Many theories and models in the area of management and organization are too complex. They often look like they were designed to communicate with scientists, not for leaders and managers in companies. Models must be designed for managers and leaders as end-users from the very beginning and that are applicable in the real world. Does the theory worth something if it cannot be implemented and used more efficiently in managing the company? [1]

Paul Hersey believes that for teachers is important business experience, particularly in large companies working with engineers from the fields of engineering, physics and mathematics. That way they get enormous technical knowledge. Many companies, unfortunately, lost good researchers and receive medium level leaders and managers. It is therefore necessary to carry out training and development before the expert from techniques being promoted as a manager or leader. One idea is that the recipient of a new job working part-time before getting the promotion and full-time job. It's common in large companies that expert from technique, which hasn't proved himself as a manager sent back in the field of technology. Then he loses confidence in himself and carries no more a winning spirit.

These are challenges and unsuccessful experience in management, then, we have people who were no longer technically productive in jobs that have been previously well demonstrated.

It needs to be made a program that will help people to carry out a successful transition from technical to managerial work. The initial basis is given in the works of Carl Rogers.

Paul Hersey in his practical work used, together with his associates, the different skills that are essential to managing people. Skills are: analysis, active listening, response, mapping, and thus encouraging the audience to accept everything that is important to set goals, and evaluation of problem solving. Coaches, in Hersey's have a task to set goals, solve problems, evaluate and assess the behavior of the listener.

Paul Hersey laid his situational model of leadership on the basis of several important assumptions. He used the works of Carl Rogers as a basis for his humanistic approach to leadership model, opposing it with theories that are watched by a man urges, as Sigmund Freud, who was his theory of the death instinct shown as a pure instinct and aggression whose ideas can lead to doubts question of the goodness of human nature. However, it should be noted that Freud's instinct is basically and originally facing personal self-destruction, where the self-destruction phenomenon is also known almost as well as aggression. [20] Carl Gustav Jung changed Freud's psychoanalytic technique, which is based on investigations of the drives and replaced it by analytical psychology, starting that it exists a limited number of "personality types". [21]

Paul Hersey consequently accepts the basic humanist concepts of Carl Rogers and start to create the basis for the formation of his situational model of leadership in which he connects theory and practice and interdisciplinary approach to the leadership.

According to Hersey leader adapts in a turbulent environment and acquiring new knowledge, and in contrast to other authors in the field of leadership he believes that a leader, is willing to learn and accept the democratic principle of leadership and he is able to lead the company in any situation. It should be added that Hersey is in his early works didn't emphasized on the importance of social ethics as a paradigm for the successful operation of the organization. Modern organizations are increasingly giving more attention on social role and responsibility towards environment and its stakeholder. There is an irreplaceable role of the leader. [22] Hersey's model is two dimensional approach and allows the establishment of interpersonal relations between leaders and followers, as opposed to a one-dimensional approach that was used in early research and application of leadership, and where there are two basic styles which are autocratic and democratic. [23] Furthermore, modern theories and models of leadership are more geared towards academic considerations rather

than practical application. Therefore, the Hersey's insistence on the model and not the simplicity of the model theory is fully justified. Behavioral approach, the concept of shared leadership and virtual leadership are important to the overall theory of leadership, but not so much for the application of the corporate purposes. [24] Finally, to conclude, Hersey's model is applicable to organizations, but it is necessary for the quality as a basic condition for survival and achieving competitive advantage of the company. This is from great importance, connecting quality of products or services with customer satisfaction, because this is an imperative for the success of the company in the 21st century. [25]

In the sixties of the twentieth century, academic professors and executives in multinational companies thought that there exists a "golden fleece" as a solution to all problems of leadership and management in large systems. The quest for the magic as a solution and as a holistic set of principles to be used in any operating situation was futile. The solution was found in the formation of relatively simple models of leadership that linked theory and practice. One of them, perhaps the most applicable and the most accessible to management with a prominent humanitarian component is Hersey's situational leadership model.

III. CONCLUSION

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The situational leadership model is now accepted in many countries in the world, somewhere consistently, and somewhere as a base concept that allows leaders to choose in the specific situation an appropriate form of behavior. This is much better than that everyone thought about leadership in the normative sense, what is already mentioned in the conclusion.

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