

	MANAGEMENT SITUATION	EMPLOYEE SITUATION	THE EMPLOYEES	THE LEADER
S1	Telling	Low professional skills but high level of commitment.	The manager holds meetings, distributes the work and is the one who gives feedback to the employees.	The manager's communication with the employees consists mostly of providing information and instructions.
S2	Selling	Varying professional skills, but low commitment.	The manager holds meetings, distributes the work and is the one who gives feedback to the employees, but will encourage the employees to handle some of the tasks themselves.	The leader's communication with the employees consists mostly of supporting the individual to find new opportunities and to recognise new learning.
S3	Participating	Great professional skills, but varying levels of commitment.	The employees hold meetings themselves, distribute the work, give feedback to each other and also get outside feedback. However, the manager can take over the tasks, depending on workload etc.	The manager's communication with the employees consists mostly of positive feedback and support. The manager will protect employees from outside criticism.
S4	Delegating	Great professional skills and high commitment.	The employees hold meetings themselves, distribute the work, give feedback to each other and also gather outside feedback.	The manager's communication with the employees consists mostly of answering and commenting on their suggestions.

FIGURE 6.18  
The four management situations.