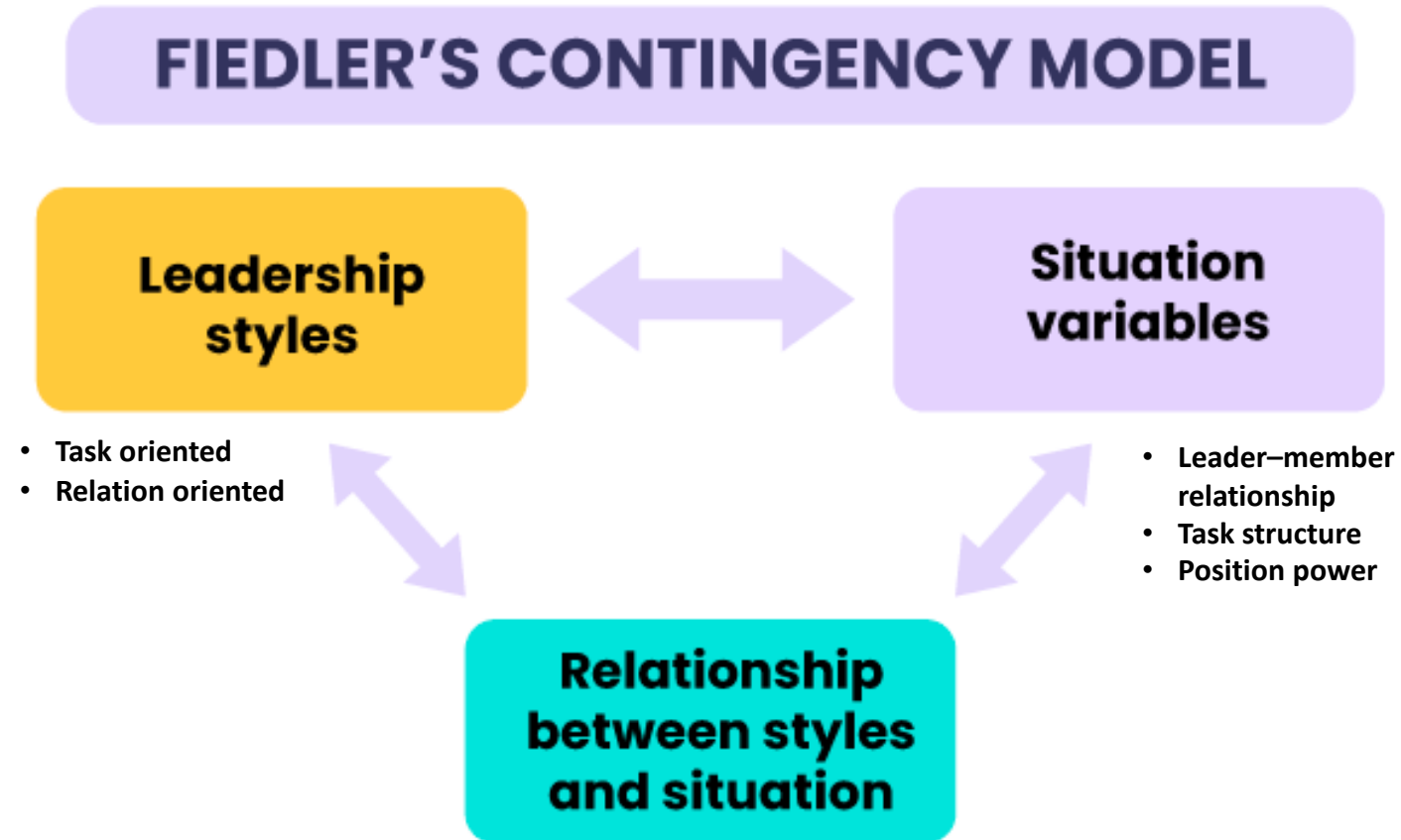


Contingency Leadership Theories for 21st Century leaders

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Fred Fiedler Contingency Model or LPC Contingency Mode



There is **no best way** to **organize** a corporation, **to lead** a company, or **to make** decisions

Step 1: Understand your leadership style

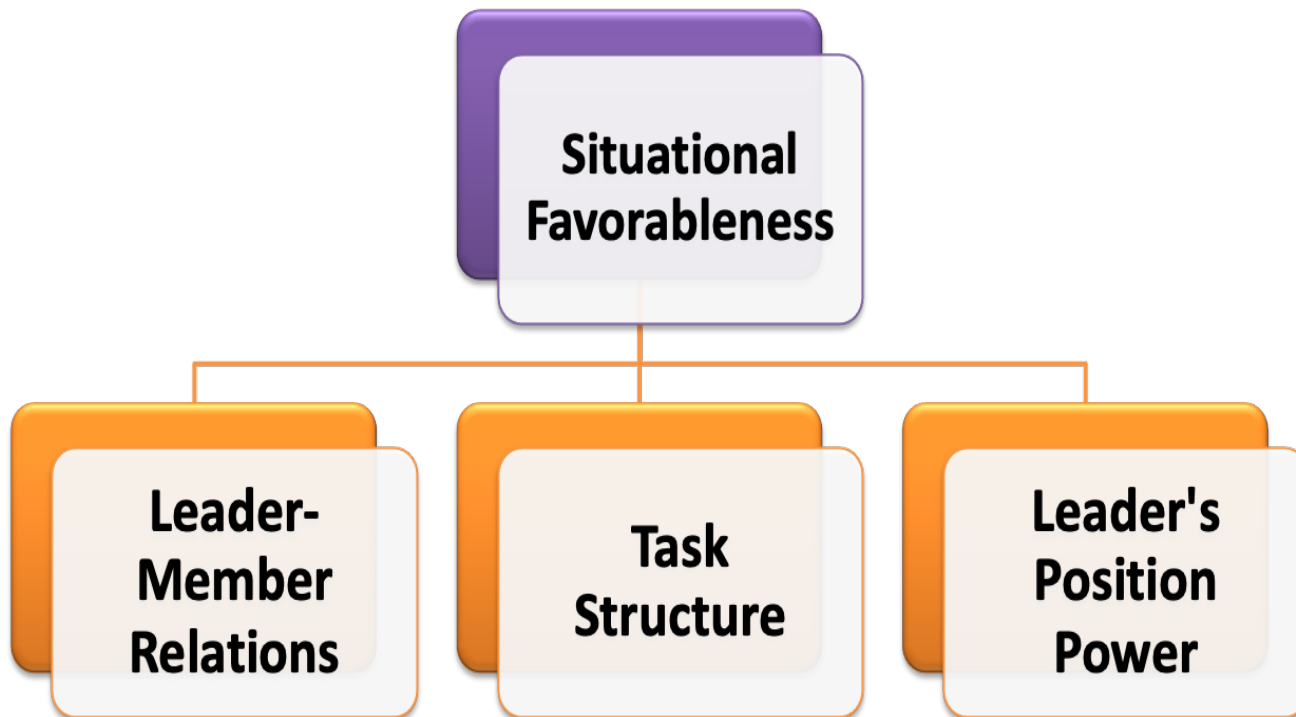
LPC Scale

Pleasant	8 7 6 5 4 3 2 1	Unpleasant
Friendly	8 7 6 5 4 3 2 1	Unfriendly
Rejecting	8 7 6 5 4 3 2 1	Accepting
Tense	8 7 6 5 4 3 2 1	Relaxed
Cold	8 7 6 5 4 3 2 1	Warm
Supportive	8 7 6 5 4 3 2 1	Hostile
Boring	8 7 6 5 4 3 2 1	Interesting
Quarrelsome	8 7 6 5 4 3 2 1	Harmonious
Gloomy	8 7 6 5 4 3 2 1	Cheerful
Open	8 7 6 5 4 3 2 1	Closed
Backbiting	8 7 6 5 4 3 2 1	Loyal
Untrustworthy	8 7 6 5 4 3 2 1	Trustworthy
Considerate	8 7 6 5 4 3 2 1	Inconsiderate
Nasty	8 7 6 5 4 3 2 1	Nice
Agreeable	8 7 6 5 4 3 2 1	Disagreeable
Insincere	8 7 6 5 4 3 2 1	Sincere
Kind	8 7 6 5 4 3 2 1	Unkind

- The more you rate the person you least like to work with, the more relationship-oriented you are. I.e, High LPC = Relationship-oriented leader.
- The less you rate the person you like the least working with, the more task-oriented you are. I.e, Low LPC = Task-oriented leader.

Least preferred co-worker (LPC) scale

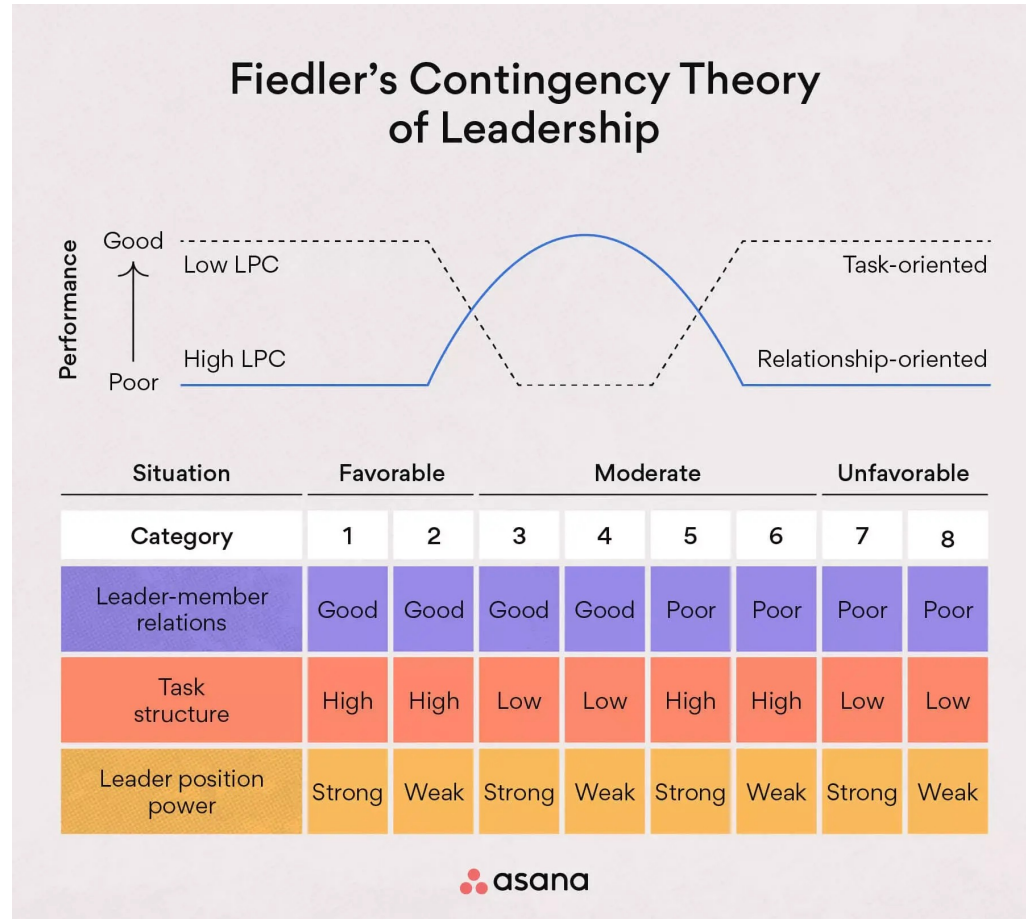
Step 2: Assess the situation



On a scale of one to 10, with 10 representing the highest value...

- Are leader-member relations good and trustworthy (10) or poor and untrustworthy (1)?
- Are the tasks at hand clear and structured (10) or confusing and unstructured (1)?
- Is your authority and influence over your team strong (10) or weak (1)?

different instances when each leadership style is the best fit



- If you're a **task-oriented leader**, you're the best fit to tackle highly favourable and highly unfavourable situations. The extremes are where you'll serve your team best.
- If you're a **relationship-oriented leader**, your style is best suited to lead in situations with moderate favourability.

Scenario 1: Newly hired co-manager at a startup

Imagine you've just been hired as a co-manager of a start-up tech company. The team of 12 has been working together for a little over a year. You were brought on by the existing manager to help improve the company's strategy.

- **Leader-member relations are poor.**
- **Task structure is low.**
- **Leader position power is weak.**

According to Fiedler's Contingency Theory, this scenario calls for a task-oriented leader. The situation is highly unfavourable, and a relationship-oriented leader would have a very hard time getting anything done.



Thank You