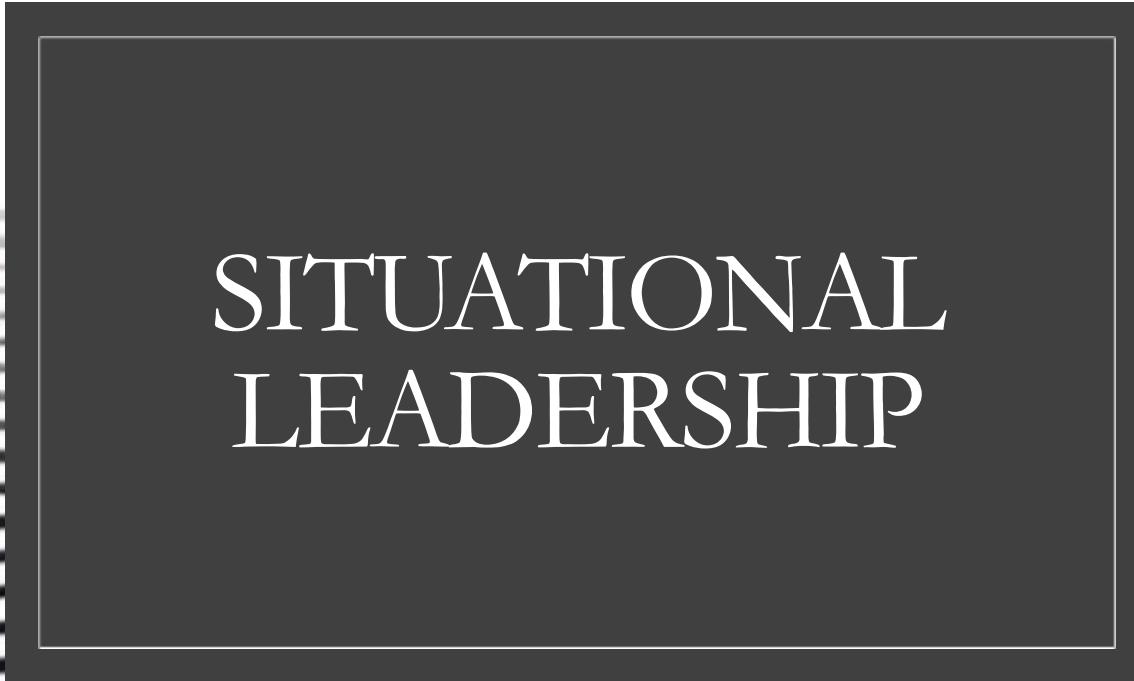


SITUATIONAL LEADERSHIP



Situational Leadership

What is Situational Leadership?

Situational leadership is choosing the right leadership to the right people, i.e., adapting the leadership style based on where the followers are on the developmental continuum.

Why use Situational Leadership?

People have different levels of expertise. Someone expert at one task may be a novice at another. Michael Phelps won Olympic medals for swimming but probably would not perform at the same level as a marathon runner.

Situational leadership helps adapt the “coaching/directing” style based on the competence of the followers.

Developmental Continuum



- Competence – Function of demonstrated knowledge and skills; can be gained through learning and/or experience, can be developed with direction and support.
- Commitment – Combination of confidence and motivation
 - Confidence ~ Self Assuredness
 - Motivation ~ interest and enthusiasm
- D1 – Enthusiastic beginner
- D2 – Disillusioned Learner
- D3 – Capable but cautious
- D4 - Self – Reliant Achiever

Definitions

COMPETENCE

To increase your competence to achieve a goal, you need:

DIRECTION

from someone who will:

1. Set a clear goal
2. Generate an action plan
3. Show you how to do the goal or skill
4. Clarify roles
5. Provide timelines
6. Establish priorities
7. Monitor and evaluate your work and give feedback

COMMITMENT

To build your commitment to achieve a goal, you need:

SUPPORT

from someone who will:

1. Listen to you
2. Recognize and appreciate your efforts
3. Facilitate your problem solving
4. Ask you for input
5. Provide rationale (remind you why you're doing it)
6. Share information about their experiences relevant to the goal
7. Share information about the organization relevant to the goal

Leadership Styles



1. 54% of leaders can use only 1 style
2. 34% of leaders can use 2 styles
3. 11% of leaders can use 3 styles
4. 1% of leaders can use 4 styles

How to use?

- Train and assess the associates.
- Ask them to perform a self assessment
- Use the tool to understand the leadership/competency gaps and develop plans with associates.
- Evaluate the associates' competency/confidence against goals and provide support appropriately.
- Example – If an associates is D3 on one goal, adopt S3 style. The same associate may be on D1 level for another goal. S1 (directive) style is appropriate in that situation.