

Adapt your management style in any situation

*The “**Situational Leadership**” Theory was developed by Paul Hersey, professor and author of the book Situational Leader, and Ken Blanchard, author of The One Minute Manager*

The 3 pillars

1 Goal Setting

Aligning on what needs to be done

2 Diagnosing

Collaboratively assessing an individual's competence and commitment on a specific goal or task

3 Matching

Using a variety of leadership styles, comfortably, to provide individuals with what they need

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Diagnosing Development Level

Development level is a combination of 2 factors

Competence

The individual demonstrated task-specific and transferable knowledge and skills on a goal or task

Commitment

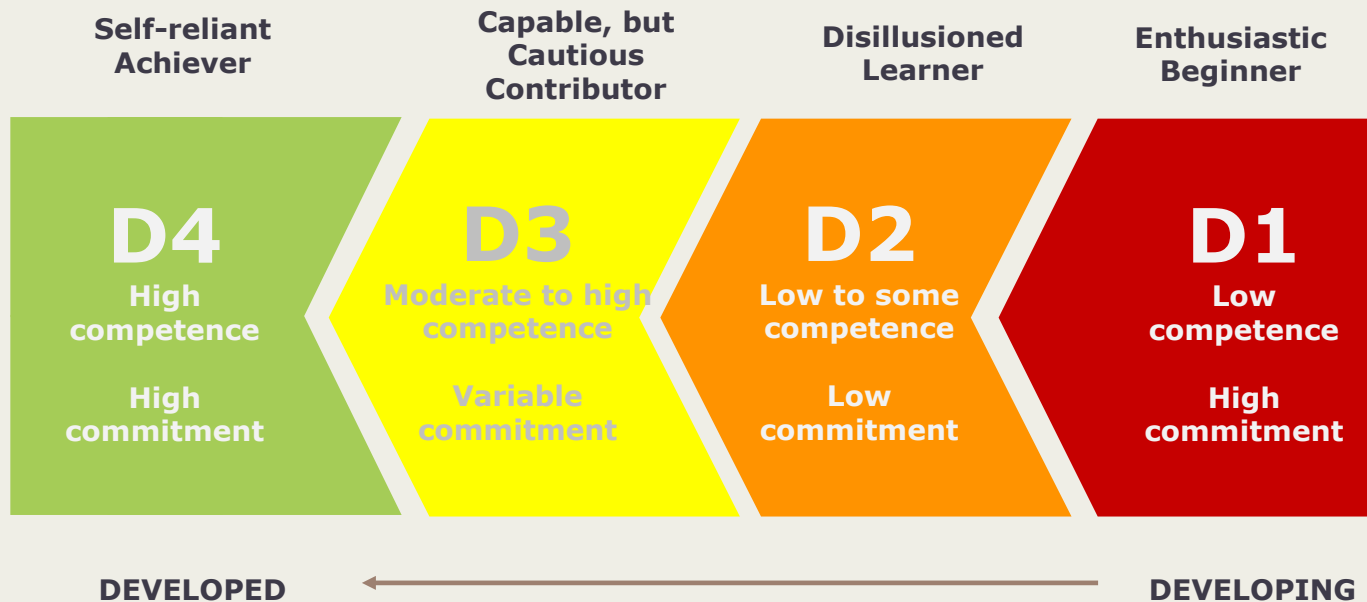
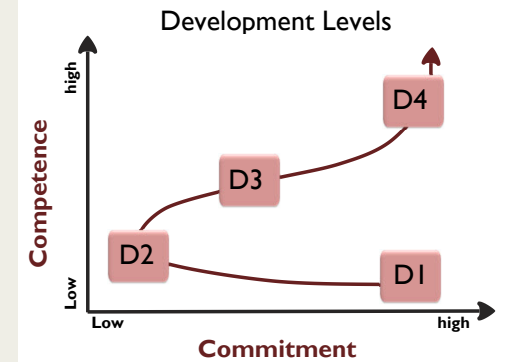
The individual's motivation and confidence on a goal or task



This development level will vary from task to task and role to role.

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The 4 development Level



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4 Development Level



D4 High competence High commitment	D3 Moderate to high competence Variable commitment	D2 Low to some competence- Low commitment	D1 Low competence High commitment
Competence <ul style="list-style-type: none"> Accomplished Consistently competent Recognized by others as an expert 	Competence <ul style="list-style-type: none"> Demonstrated competence; experienced Make productive contributions Generally skilful and adept 	Competence <ul style="list-style-type: none"> Has some knowledge and skills; learning; not competent yet Doesn't know how to move forward Inconsistent performance and progress 	Competence <ul style="list-style-type: none"> New to the goal or task Inexperienced Don't know what they don't know
Commitment <ul style="list-style-type: none"> Self-reliant; autonomous Justifiably confident; self-assured Inspired; inspires others 	Commitment <ul style="list-style-type: none"> Sometimes hesitant, unsure, tentative Not always confident; self-critical May be bored or apathetic 	Commitment <ul style="list-style-type: none"> Discouraged and frustrated; may be ready to quit Overwhelmed; demotivated Confused and concerned; afraid of making mistakes 	Commitment <ul style="list-style-type: none"> Eager to learn; curious; willing to take direction Enthusiastic, excited Confident about transferable skills and confident learning won't be difficult
Self-reliant Achiever	Capable but Cautious Contributor	Disillusioned Learner	Enthusiastic Beginner

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Matching leadership styles

Two basic types of behaviors

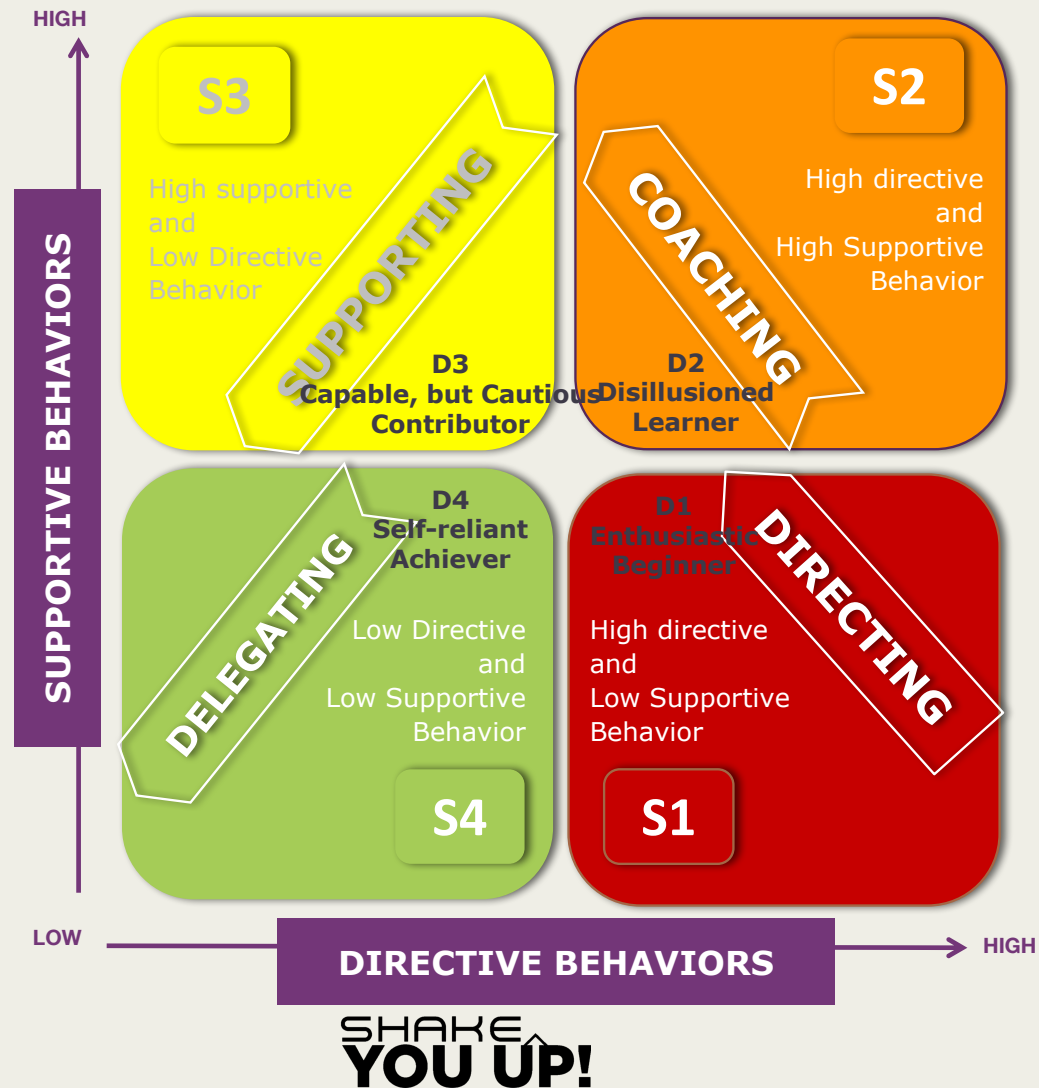
Directive behaviors (‘Push’)

telling and showing people
what to do, when to do it,
how to do it and providing
frequent feedback on
results

Supportive behaviors (‘Pull’)

listening, facilitating self-
reliant problem solving,
encouraging praising and
involving others in decision
making

Matching leadership style



Matching Management style

Intention

Build confidence in competence

How

1. Ask D3 for input about what and how
2. Listen and encourage
3. Facilitate problem solving by asking open-ended questions

SUPPORTING

S3

DELEGATING

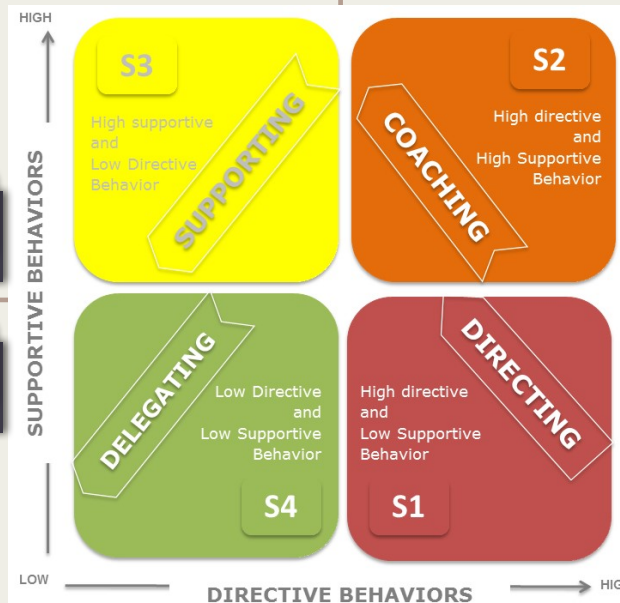
S4

Intention

Value contribution

How

1. Acknowledge expertise
2. Support autonomy : the individual makes most decisions about what, how and when
3. Invite innovation and ongoing learning



Intention

Re-energize and reteach

How

1. Explore concerns and encourage
2. Explain why
3. Redirect and reteach
4. Involve in problem solving

S2

COACHING

S1

DIRECTING

Intention

Help others build competence

How

1. Acknowledge transferable skills and/or commitment
2. Provide specific direction about what, how and when (show and tell how)
3. Closely track the individual's performance in order to provide frequent feedback on results

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Situational leadership - summary

