

Welcome to

## Situational Leadership® II



1



### Why Are We Here?

- Learn why leadership capacity is so critical to organizational success
- Learn how to systematically improve your own leadership capacity using Situational Leadership® II

2



## How Will We Get There?

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- Understand how to diagnose development levels
- Learn your leadership style preferences and understand the importance of using styles flexibly
- Discuss the importance of matching and the consequences of over- or undersupervising
- Review the importance of Partnering for Performance (to be used in the Performance Evaluation module)

3

3



## What Is Leadership?

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**Leadership is an influence process,  
working with people to help them  
accomplish their goals and the goals  
of the organization.**

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## Three Skills

- **Diagnosis**—assessing development needs
- **Flexibility**—using a variety of leadership styles comfortably
- **Partnering for Performance**—reaching agreements with others about the leadership style needed

6

6



## Development Level Continuum

High Competence	Moderate to High Competence	Low to Some Competence	Low Competence
High Commitment	Variable Commitment	Low Commitment	High Commitment
Self-Reliant Achiever	Capable, but Cautious, Performer	Disillusioned Learner	Enthusiastic Beginner
<b>D4</b>	<b>D3</b>	<b>D2</b>	<b>D1</b>

Developed ← ————— → Developing

11

11



Remember ...

**Development level is  
task specific.**

13

13



## The Five Key Diagnosis Questions

1. What is the specific task?
2. How strong or good are the individual's *demonstrated* task knowledge and skills?
3. How strong or good are the individual's transferable skills?
4. How motivated, interested, or enthusiastic is the individual?
5. How confident and/or self-assured is the individual?

14

14



## Diagnosis Grid

What is the task?

D4	D3	D2	D1
<b>Doing</b> Can do task without direction		<b>Learning</b> Cannot do task without direction	
<b>Commitment</b>			
+	-	-	+
D4	D3	D2	D1

15

15



## Leader Behaviors

### Directive Behaviors

- *Goal Setting*
- *Action Plans*
- *Clarifying Roles*
- *Showing How*
- *Evaluating*
- *Establishing Timelines*
- *Setting Priorities*

19

19



## Leader Behaviors

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### Supportive Behaviors

The extent to which a leader

- Engages in more two-way communication
- Listens and provides support and encouragement
- Involves the other person in decision making
- Encourages and facilitates self-reliant problem solving

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## Leader Behaviors

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### Supportive Behaviors

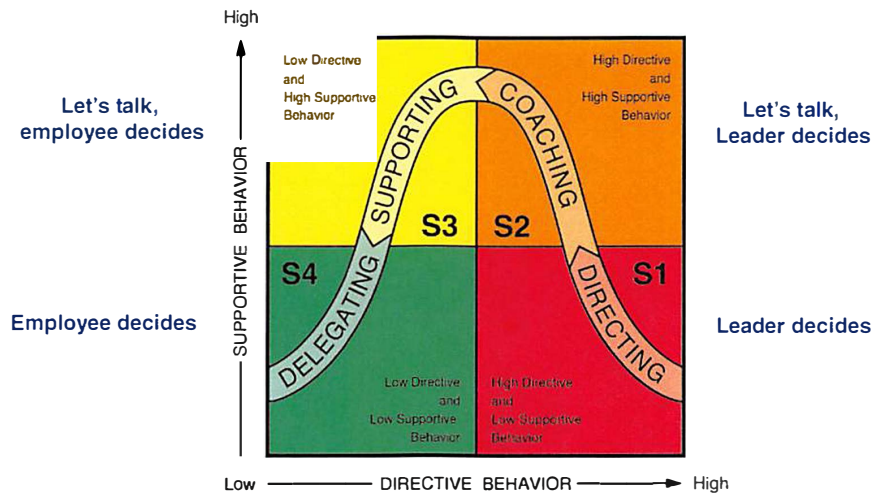
- *Listening*
- Praising
- Sharing information about the organization
- Sharing information about self
- *Facilitating self-reliant problem solving*
- Asking for input
- Providing rationale

21

21



## Four Leadership Styles

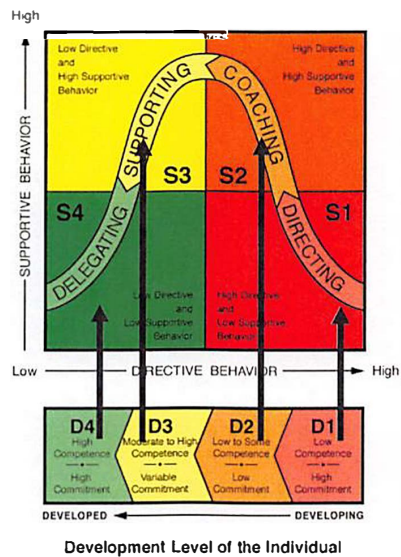


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## The Goal Is to Match



25

25