SITUATIONAL LEADERSHIP

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P – P – P

• PURPOSE – TO DEFINE NEW RECRUIT’S “DEVELOPMENT LEVEL” AND CREATE STRATEGY TO BEST FACILITATE.
• PROCESS – DISCUSS AND HIGHLIGHT CHARACTERISTICS OF EACH LEVEL AND STRATEGIZE.
• PAYOFF – YOU WILL LEAVE WITH MORE UNDERSTANDING AND SKILLS TO GUIDE AND DEVELOP YOUR TEAM.
DEVELOPMENT LEVELS

• L1 ➔ BEGINNER

• L2 ➔ LEARNER

• L3 ➔ PERFORMER

• L4 ➔ ACHIEVER
L1 ➔ BEGINNER

- ENTHUSIASTIC
- LOW COMPETENCE
- HIGH COMMITMENT
  - NEW
  - EAGER TO LEARN
  - EXCITED OPTIMISTIC
  - “They don’t know what they don’t know”
  - CONFIDENCE BASED ON HOPES NOT REALITY
L2 ➔ LEARNER

- **DISILLUSIONED**
- **LOW TO SOME COMPETENCE**
- **LOW COMMITMENT**
  - HAS SOME SKILLS / KNOWLEDGE
  - FRUSTRATED, READY TO QUIT
  - DISCOURAGED, OVERWHELMED, CONFUSED
  - UNRELIABLE, INCONSISTENT
L3 ➔ PERFORMER

• CAPABLE BUT CAUTIOUS
• MODERATE TO HIGH COMPETENCE
• VARIABLE COMMITMENT

  – NEEDS TO TEST IDEAS
  – SOMETIMES HESITANT, UNSURE, TENTATIVE
  – NOT ALWAYS CONFIDENT, SELF CRITICAL
  – MAY BE BORED
  – MAKES PRODUCTIVE CONTRIBUTIONS
L4 ➔ ACHEIVER

• SELF RELIANT
• HIGH COMPETENCE
• HIGH COMMITMENT

– RECOGNIZED AS AN EXPERT
– CONSISTENTLY COMPETENT
– TRUSTS OWN ABILITY TO WORK ALONE
– INSPIRED AND INSPIRING
– PROACTIVE
LEADERSHIP STYLES

• D1 ➔ DIRECTING
• D2 ➔ COACHING
• D3 ➔ SUPPORTING
• D4 ➔ DELEGATING
D1 ➔ DIRECTING

• **LEADER DECIDES**
  
  • HIGH DIRECTIVE AND LOW SUPPORTIVE
    – ACKNOWLEDGES ENTHUSIASM
    – DEFINES GOALS
    – TAKES LEAD IN PLANNING
    – ORGANIZES RESOURCES
    – DEVELOPS PLAN
    – TEACHES AND DEMONSTRATES
    – CHECKS AND MONITORS FREQUENTLY
D2 ➔ COACHING

• LET’S TALK --- LEADER DECIDES
• HIGH DIRECTIVE AND HIGH SUPPORTIVE
  – INVOLVES INDIVIDUALS IN CLARIFYING
  – LISTENS TO CONCERNS, IDEAS,
  – HELPS ANALYZE SUCCESS / FAILURES
  – GIVES ADVICE, SHARES EXAMPLES
  – EXPLAINS WHY
  – PROVIDES INFO AND BUILDS/REFINES SKILLS
  – ENCOURAGES, FEEDBACK, PRAISE
D3 ➔ SUPPORTING

• LET’S TALK – L3 DECIDES
• LOW DIRECTIVE – HIGH SUPPORTIVE
  – ENCOURAGES TO TAKE LEAD, SETTING PLAN, GOALS, ETC
  – PROVIDES SUPPORT, REASSURANCES, ENCOURAGEMENT, PRAISE
  – ACKNOWLEDGES COMPETENCE
  – REFELCTS ON PAST SUCCESS TO BUILD CONFIDENCE
  – REMOVES OBSTACLES
D4 ➔ DELEGATING

• L4 DECIDES
• LOW DIRECTIVE AND LOW SUPPORTIVE
  – EXPECTS INDIVIDUAL TO TAKE CHARGE
  – EXPECTS GOAL SETTING
  – TRUSTS D4’S JUDGEMENT
  – ENCOURAGES D4 TO CHALLENGE HERSELF
  – PROVIDES OPPORTUNITIES TO SHARE KNOWLEDGE
  – ALLOWS TO TEACH, MENTOR