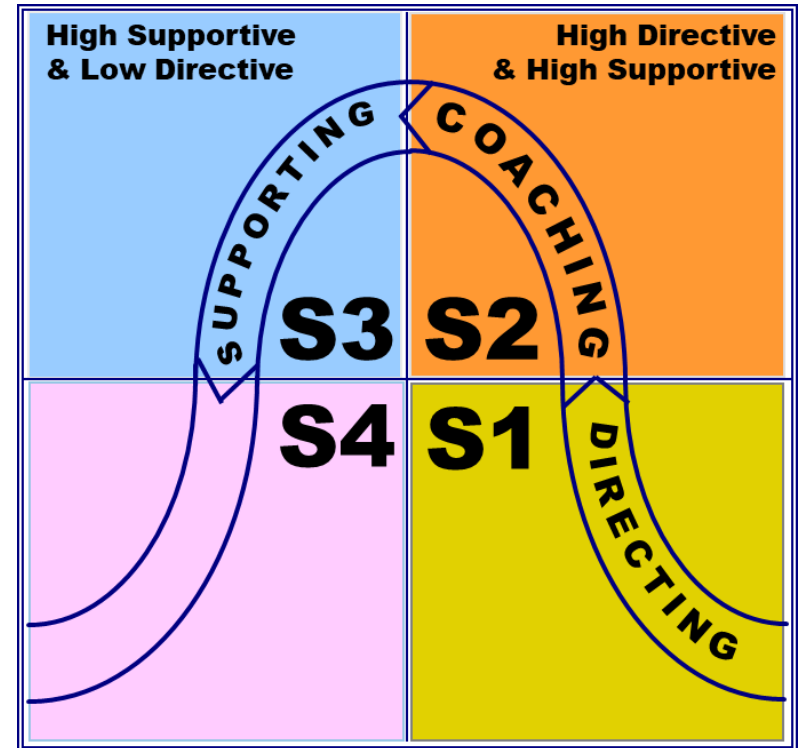




Situational Leadership

Dealing with People Issues



Merri Lemmex, MBA-PM, PMP
Lemmex Williams Training Inc.

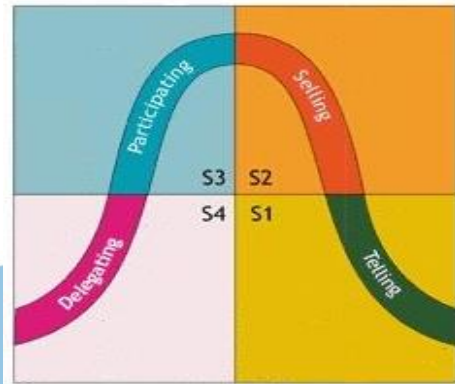


Session Objective

- *Understand and be able to apply the Situational Leadership model at work.*
- *Come up with an action plan to bring the situational leadership model into your leadership repertoire.*



Your Leadership Style



LEAD

Directions for Self-scoring and Analysis

Developed by Paul Hersey



Your Scores

		(1)	(2)	(3)	(4)	
SITUATIONS	1	A	C	B	D	R1
	2	D	A	C	B	R2
	3	C	A	D	B	R3
	4	B	D	A	C	R4
	5	C	B	D	A	R1
	6	B	D	A	C	R2
	7	A	C	B	D	R3
	8	C	B	D	A	R4
	9	C	B	D	A	R1
	10	B	D	A	C	R2
	11	A	C	B	D	R3
	12	C	A	D	B	R4
Totals						
		TELLING (S1)	COACHING (S2)	SUPPORTING (S3)	DELEGATING (S4)	

GROUP READINESS DESCRIBED IN SITUATIONS



Leadership Styles

- Primary style is the style that you would tend to use most frequently. Second Style
- Secondary, or supporting style(s) tend to be your “back up” styles when you are not using your primary style.
- Style range refers to how flexible you are in varying the types of behaviours you engage in when attempting to influence others.



Your Adaptability

- **Style adaptability** is the degree to which you are able to vary your style *appropriately* to the readiness level of a follower in a specific situation.

30 – 36	Indicates a leader with a high degree of adaptability who accurately diagnoses ability and willingness of follower for situation and adjusts accordingly.
24 – 29	Reflects a moderate degree of adaptability. Usually indicates a pronounced primary leadership style with less flexibility into secondary styles.
0 – 23	Indicates need for self-development to improve both ability to diagnose task readiness and to use appropriate leader behaviours.

	A	B	C	D
1	3	1	2	0
2	3	0	2	1
3	2	1	0	3
4	2	0	3	1
5	0	2	3	1
6	1	2	0	3
7	0	3	1	2
8	3	1	0	2
9	0	2	3	1
10	2	0	1	3
11	0	3	1	2
12	1	3	0	2
Sub-totals	+	+	+	

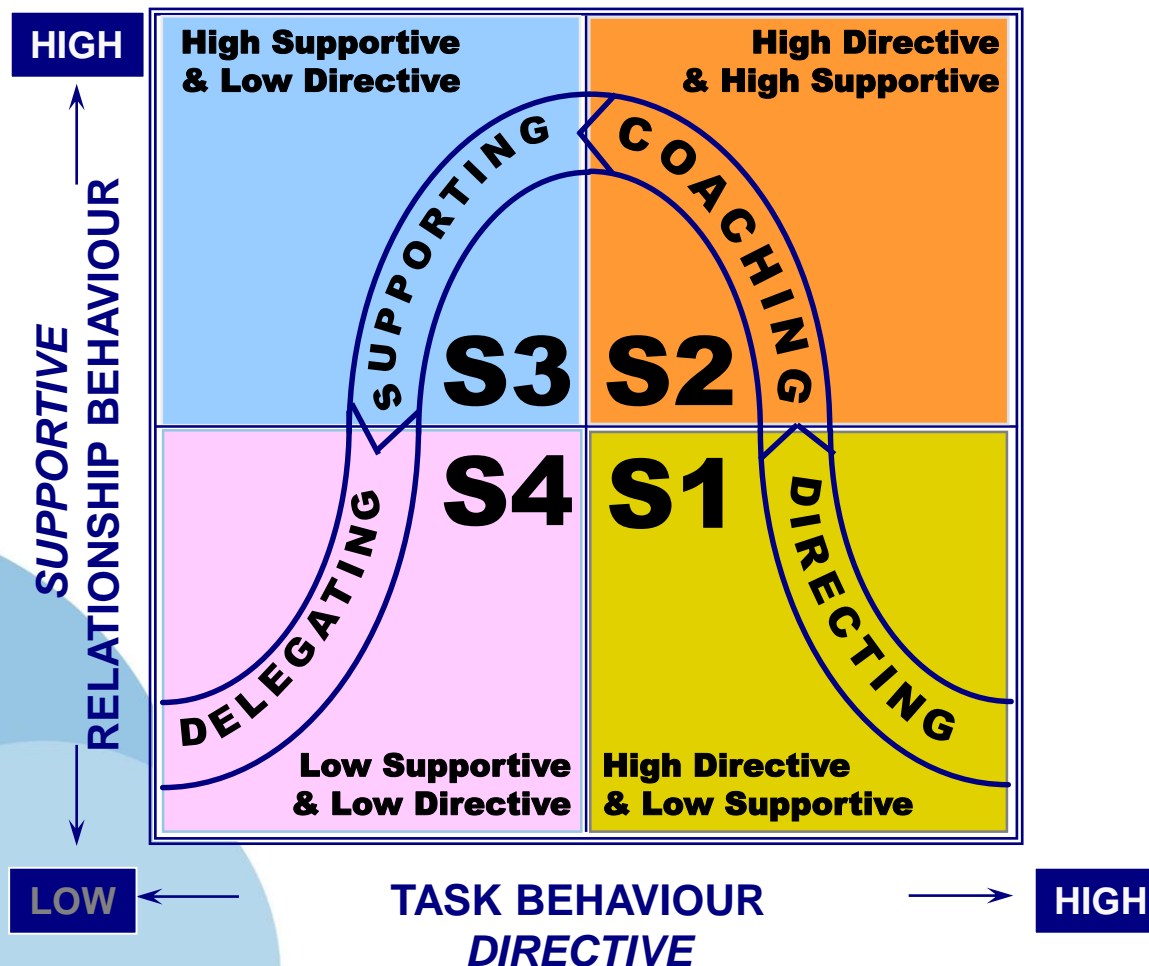
SITUATIONS

Add up total score



Situational Leadership Model

LEADER BEHAVIOURS





Their Style





Situational Leadership Model (continued)

READINESS OF TEAM MEMBER

		HIGH	MODERATE		LOW
HIGH		ABLE AND WILLING OR CONFIDENT	ABLE BUT UNWILLING OR INSECURE	UNABLE BUT WILLING OR CONFIDENT	UNABLE AND UNWILLING OR INSECURE
		R4	R3	R2	R1
		DEVELOPED		DEVELOPING	
		LOW			



How will you know?

R1	Unwilling, Unable
R2	Willing, Unable
R3	Unwilling, Able
R4	Willing, Able





Ask Two Questions

1. Are you interested?
2. How will you do this?





What if you get it wrong?

- S1 with an R4 ☐ They'll feel micromanaged
- S1 with an R3 ☐ They'll fight, argue, battle
- S1 with an R2 ☐ They'll go along for a while, but push back
- S2 with an R3 ☐ Coach someone who doesn't want it – they'll feel manipulated
- S2 with an R4 ☐ They'll feel patronized
- S3 with an R4 ☐ They'll see it as a waste of time
- S4 with an R3 ☐ Delegate to someone who doesn't want to do it, they won't
- S4 with an R2 ☐ It will be done wrong



What if you get it wrong?

- S1 with an R4 ☐ They'll feel micromanaged
- S1 with an R3 ☐ They'll fight, argue, battle
- S1 with an R2 ☐ They'll go along for a while, but push back
- S2 with an R3 ☐ Coach someone who doesn't want it – they'll feel manipulated
- S2 with an R4 ☐ They'll feel patronized
- S3 with an R4 ☐ They'll see it as a waste of time
- S4 with an R3 ☐ Delegate to someone who doesn't want to do it, they won't
- S4 with an R2 ☐ It will be done wrong



Confidence vs. Competence

**Don't confused
confidence with
competence!**





What are you going to do?

Working individually, answer the two questions below about your team.

1. What readiness level are your employees back at work?
2. What leadership style will you use with each, starting next week?



Summary

- Situational Leadership helps you to match the leadership style with the maturity level of the employee
- Situational Leadership applies to each situation, not the employee as a whole





Action Plans

Develop your action plan to improve your leadership style.



- What points resonated with you?
- Is your leadership style balanced, and if not, what can you do to get it more in balance?
- How will you use Situational Leadership to improve your management of your team?
- How can you improve yourself as a leader?



“The measure of a person’s strength is not his muscular power or strength, but it is his flexibility and adaptability.”

**Debasish Mridha,
American physician, philosopher,
poet seer, and author**