

Situational Leadership II defines four leadership styles for leading an individual on a specific task. The individual’s skill level and motivation for that task indicate the appropriate style to employ.

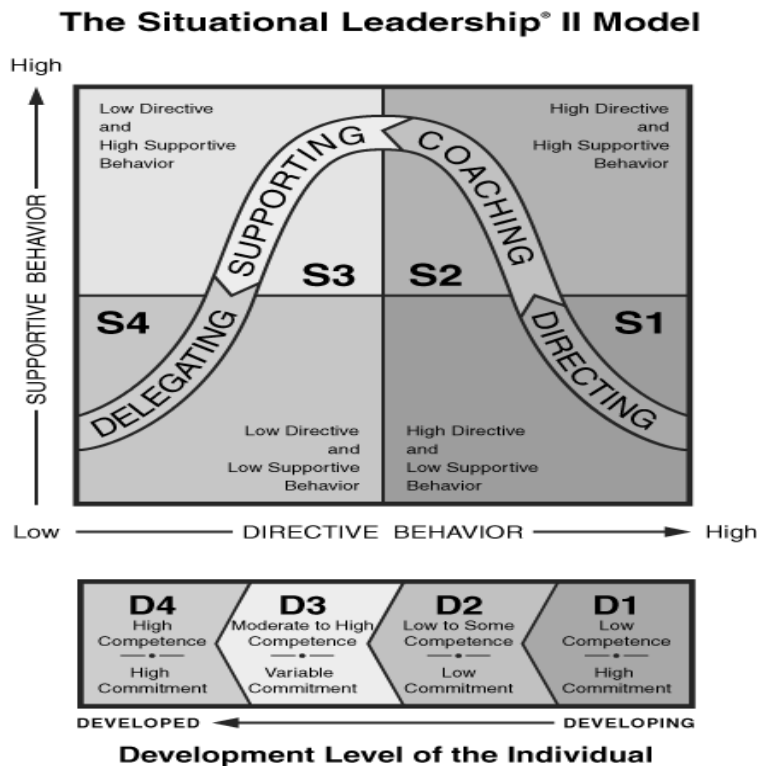
- **Direct** those who are inexperienced.
- **Coach** those who are not quite able to do the task independently and need some specific help or coaching.
- **Support** those who have the skills but may have other issues affecting their ability to complete the task.
- **Delegate** to those with the skills motivation to do the task on their own.

To effectively use Situational Leadership II, a leader needs to be able to

1. Accurately determine the development level (low to high competence) of the individual
2. Be flexible, so that they can lead with any of the four leadership styles, depending on the situation
3. Partner for performance, insuring that the individual understands and accepts the leader’s role

To apply the model, follow the above three steps to employ a leadership style for an individual on a given task/assignment. Over time, the steps will become second nature because you will learn the current level of the team member’s skills and then apply a leadership style in response.

This diagram depicts the Situational Leadership II model:



For more information, see these books by Ken Blanchard:

- *The One Minute Manager Builds High Performing Teams*, pages 64-109.
- *Leading at a Higher Level*, pages 50-58.

WORKSHEET & ANSWERS

Scenario 1 – D1

John has just been hired by a marketing firm that specializes in producing ads for corporate clients, ads that are placed in Sunday papers. John just graduated from college and has no experience related to producing print ads. He's just been tasked with creating an ad layout for the toy department for a large retail client to be placed in this week's advertisement. He's eager to learn and contribute any way he can.

A) Take a moment to identify the level of development John is at.

- D1 – John is at the lowest level of development in our model. He's eager to begin the task but isn't necessarily competent yet.

B) What leadership style (quadrant in the model) is appropriate to apply for this individual? Why?

- Directing – Based on his current development level, the most appropriate leadership style is the directing style.

C) What tools/techniques could be utilized to put the model into action?

- The third skill needed to implement the model successfully is to "Partner for performance." In order to effectively apply the directing style of leadership, the leader needs to closely supervise the individual and provide guidance to complete the task.

Scenario 2 – D4

Marco has over 25 years of experience in creating and designing web pages. He's just been tasked to create a new home page for his department. He has no problem working independently and gets started right away.

A) Take a moment to identify the level of development Marco is at.

- D4 – Marco is at the highest development stage in the model.

B) What leadership style (quadrant in the model) is appropriate to apply for this individual? Why?

- Delegating – The most appropriate leadership style is delegating.

C) What tools/techniques could be utilized to put the model into action?

- This individual you may already have a rapport with. In this case the biggest thing is just recognizing that he's at the highest level of development, so from a leadership standpoint this resource does not need much support or direction.

Scenario 3 – D2

Kelly is a new employee in the research department at Victory pharmaceuticals. She's been given an assignment to document the pathology associated with the flu virus. Kelly isn't sure where to begin but has conducted limited research on viruses before.

A) Take a moment to identify the level of development Kelly is at.

- D2 – Kelly is at an intermediate level of development. While she's new to the company, she's not necessarily new to conducting research. So she's at the D2 level.

B) What leadership style (quadrant in the model) is appropriate to apply for this individual? Why?

- Coaching – Based on her level of development, the model indicates that the appropriate leadership style would be coaching. Since she's not sure where to start and may lack confidence, encouragement from leadership would assist with making her effective.

C) What tools/techniques could be utilized to put the model into action?

- Her lack of experience/competence is implied based on her hesitance to begin the task. You would likely provide ideas on where to start the task and provide direction through task completion. In addition you would provide encouragement.

Scenario 4 – D3

Lisa has been working in the drafting department of an architectural firm for a number of years. She's constantly asked to share her knowledge but is often reserved. She's just been tasked with designing a manual for new hires. She begins to work on the manual sparingly but often needs encouragement to continue.

A) Take a moment to identify the level of development Lisa is at.

- D3 – Lisa is at level 3 of the development stage. She has significant experience but is not interested in the task.

B) What leadership style (quadrant in the model) is appropriate to apply for this individual? Why?

- Supporting – The most appropriate leadership style in this case would be the supporting approach.

C) What techniques could be utilized to put the model into action?

- In this case Lisa already has the knowledge needed to do the task. The component she doesn't have is the motivation/commitment to get the task done. This individual needs "cheerleading" and recognition.