Situational Leadership

Peak Connexxion
Purpose-Performance-Potential

Operating Vs Managing

- **What is Operating?**
- **What is Management?**
- **What is Leadership?**

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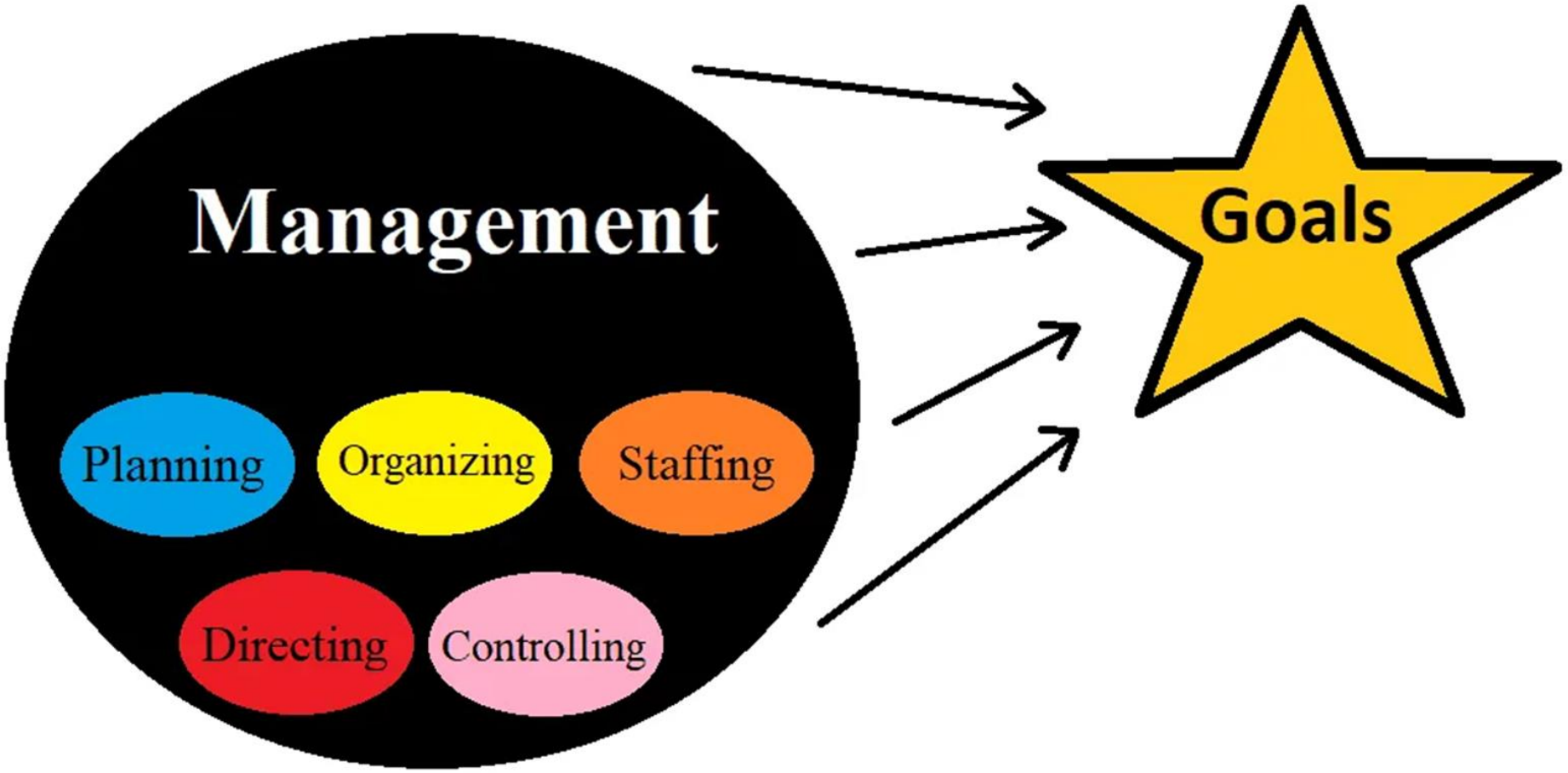
Management P.O.D.C



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Situational Leadership - Context

EXERCISE – Divide into 4 other Groups based on your Preference

- **Direction**
- **Coaching**
- **Supporting**
- **Delegating**

Describe……

WHAT this leadership style looks like e.g. nvc and verbal

1. **WHY useful?**
2. **WHEN use it**
3. **STRENGTHS & WEAKNESSES**

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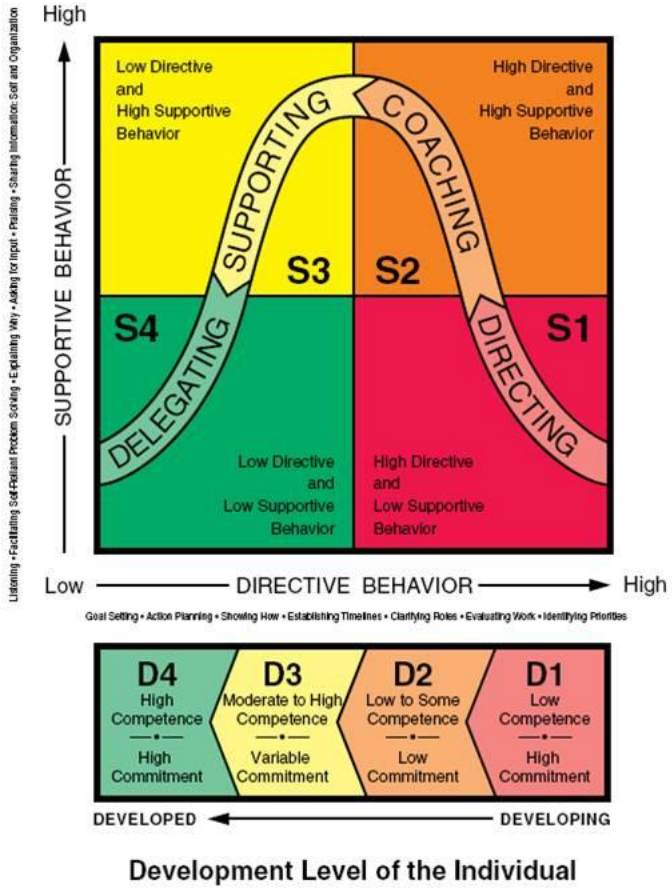
Hersey Blanchard Situational Leadership

S3
Asking/listening
Reassuring
Facilitating self-reliant problem solving
Collaborating
Encouraging feedback
Appreciating

S4
Allowing/trusting
Confirming
Empowering
Affirming
Acknowledging
Challenging



Development Level of the Individual

S2
Exploring/asking
Explaining/clarifying
Redirecting
Sharing feedback
Encouraging
Praising

S1
Defining
Planning/prioritizing
Orienting
Teaching/showing and telling how
Checking/monitoring
Giving feedback

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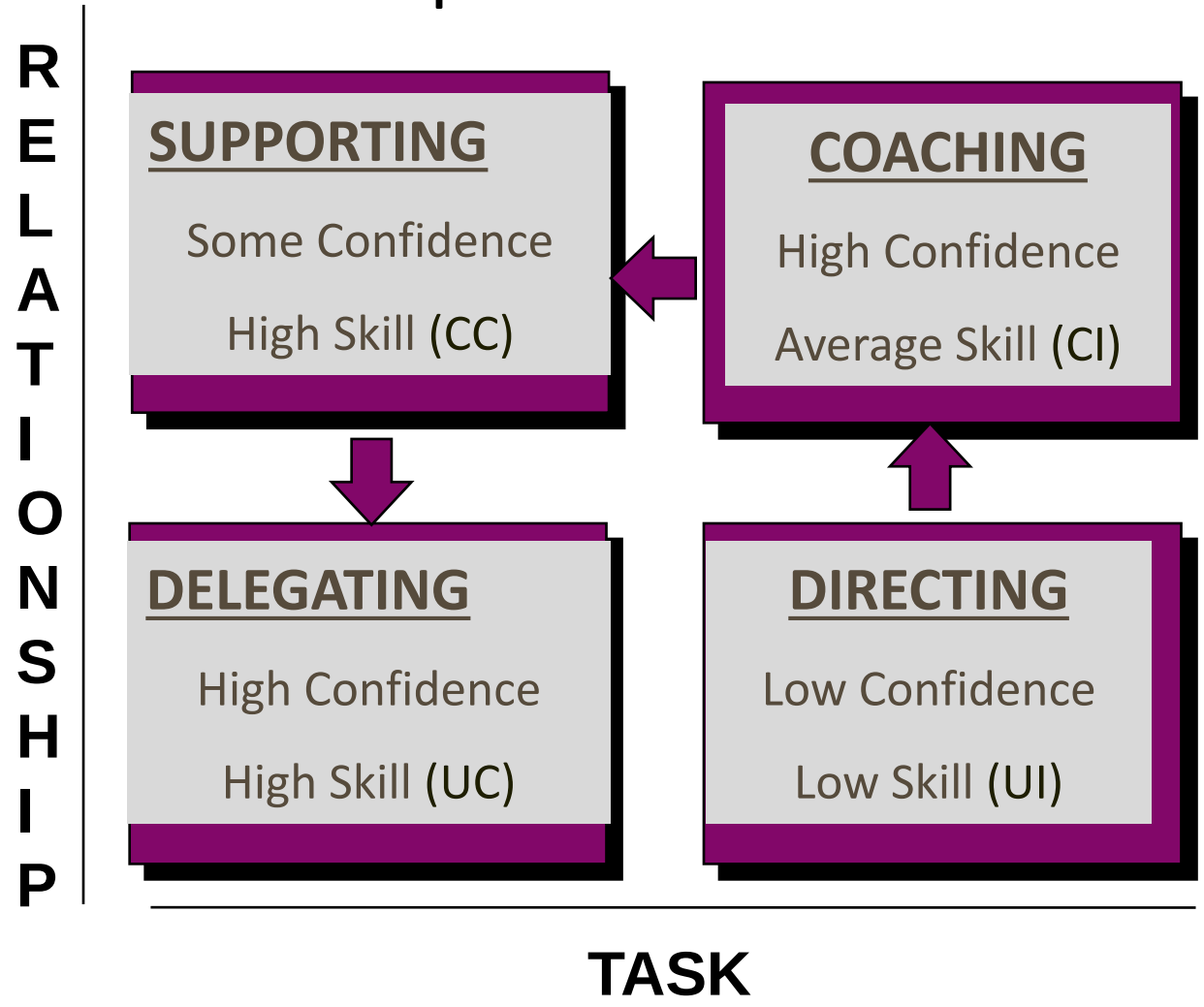
Purpose-Performance-Potential

Effective Leadership Skills



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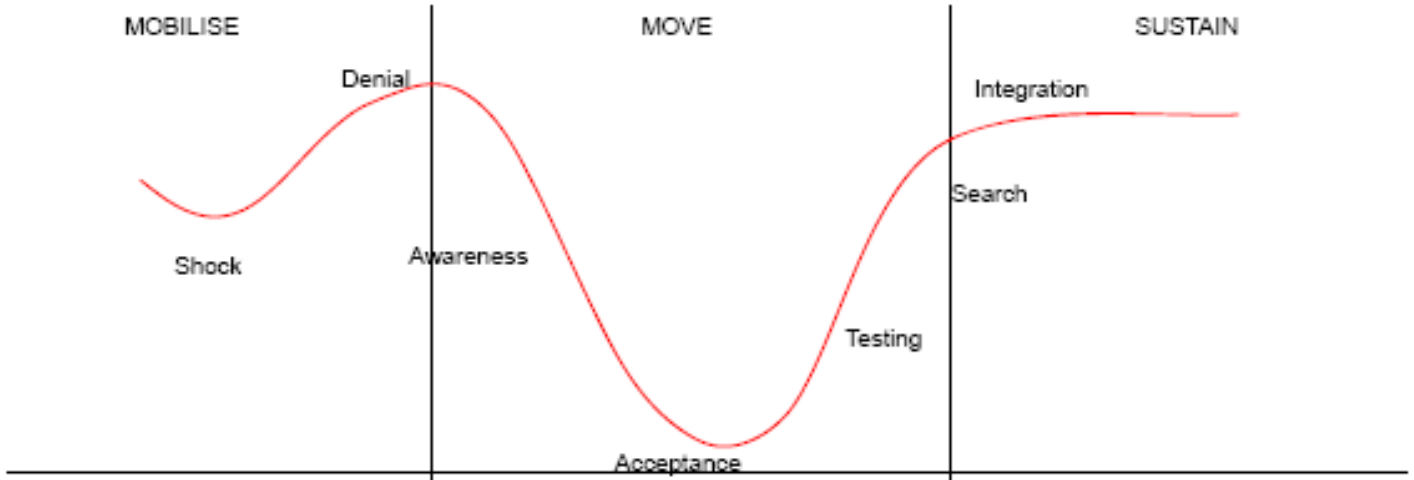
CHANGE CYCLE



Help Individuals to let go of past and accept change.

Minimise shock.

Communicate intentions as early as possible.

Expect resistance.

Help individuals to change - listen, sympathise, support, encourage, coach, debate, give and take feedback

Put in place education, training, personal development, new working practices and systems.

Support individuals in their new roles.

Encourage reflection on change and learning.

Celebrate success and reinforce new ways of behaving

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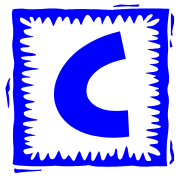
Team Development Process

IRECTING

Characteristics	Leader Activities
• Objectives unclear • Reliance on leadership for decisions • Lack of trust • Reluctance to “rock the boat”, mistakes seen as weakness	• Create a team identity • Identify team purpose • Define a set of guiding principles for the team • Build trust • Be Directive • Promote questioning and discussion • MAP

Peak Connexxion

Team Development Process



OACHING

Characteristics	Leader Activities
• Problems faced openly • People make contributions • Some disagreements arise • Responsibilities become clear • Splinter groups may form	• Encourage everyone to speak • Identify / discuss areas of disagreement • Deal with conflict • Ensure that team guiding principles are applied • Agree roles & responsibilities • **Listen carefully & Guide**

Team Development Process

ELEGATING

Characteristics	Leader Activities
• Flexibility • Commitment to team • High level of trust • High motivation • Recognition sought	• Ensure task objectives are clear • Ensure plans are implemented • Ensure feedback is given • Allocate tasks to every member of the teams • Celebrate success & Recognise

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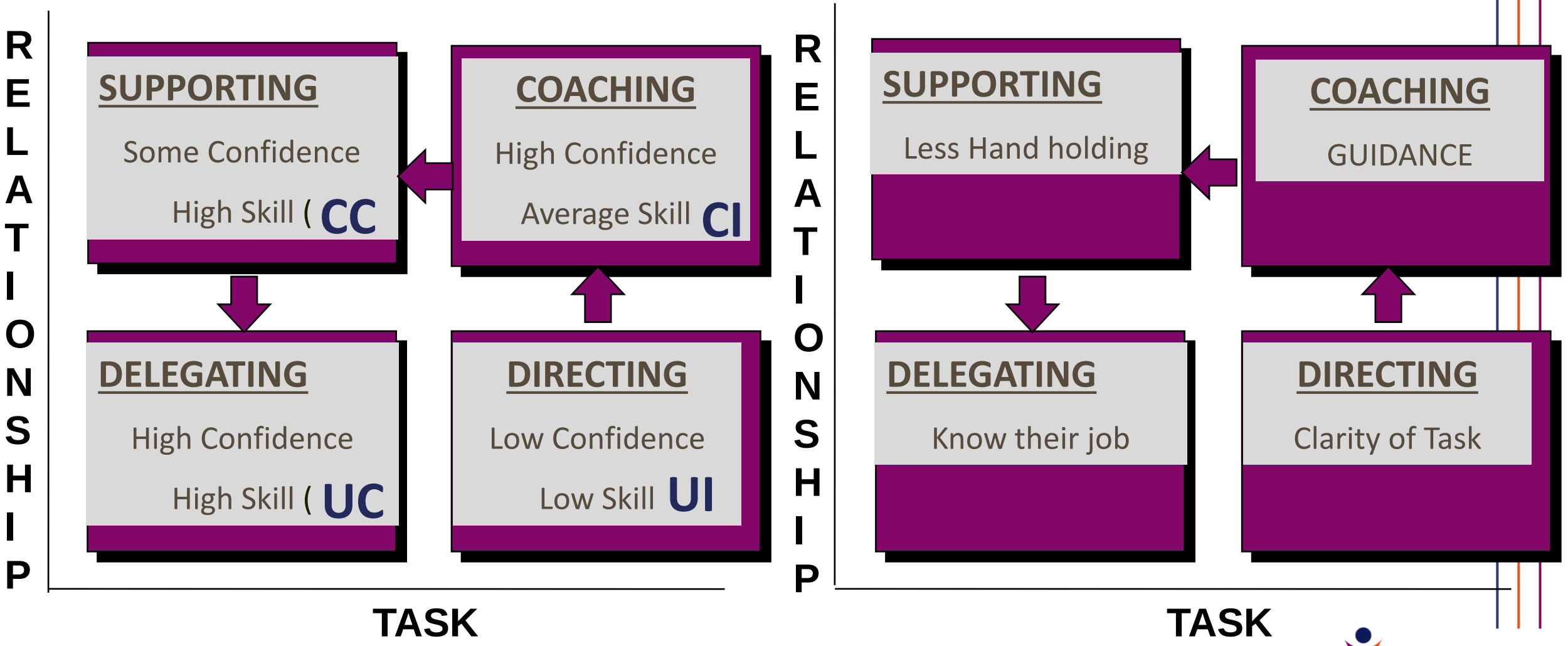
Effective ‘Situational’ Leadership Skills



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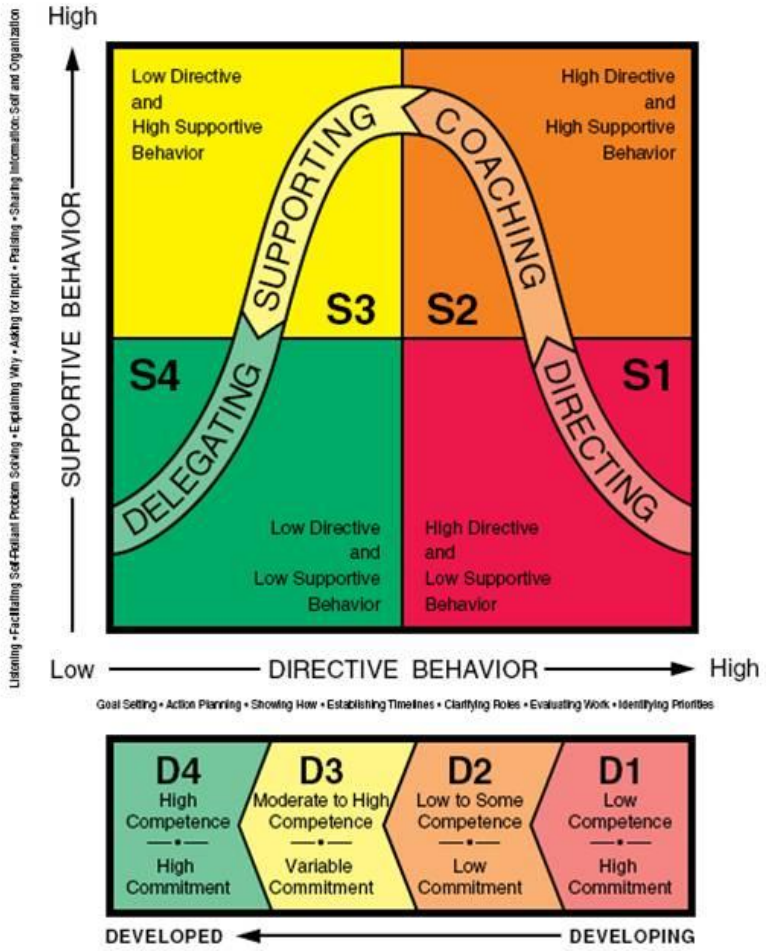

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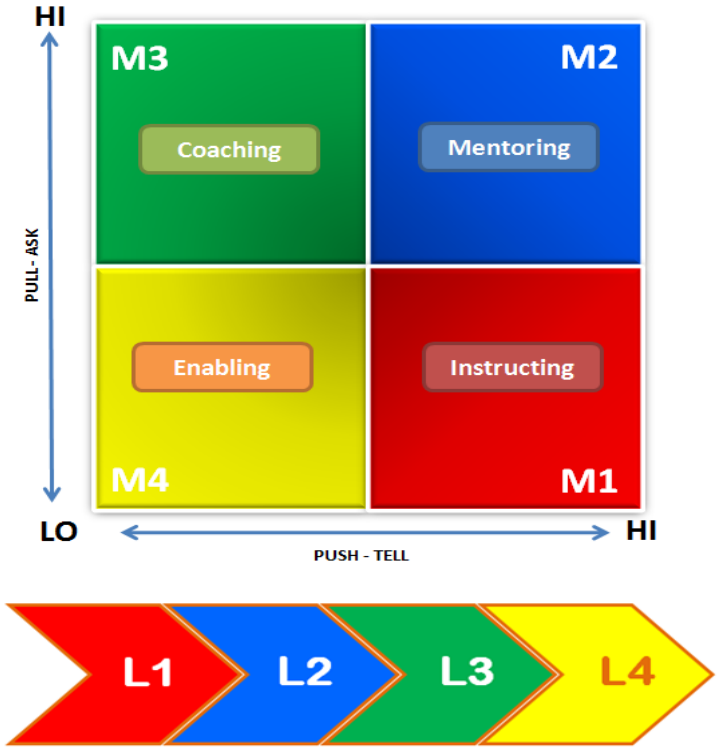
Interactive Flex Leadership - Manager Toolbox & Templates



Partnering Worksheet	Goal setting, development diagnostics, Management style and agreement
One on One Worksheet	Before, During, and After a meeting with a staff member
Coaching Worksheet	Coaching for impact action plan for staff member. The 5-step approach