



Situational Leadership® II

Ken^{THE}Blanchard
COMPANIES

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Leadership

Leadership is an influence process.
It is working with people to
accomplish their goals and the
goals of the organization.

The Three Skills of a Situational Leader

- Diagnosis—assessing developmental needs
- Flexibility—using a variety of leadership styles comfortably
- Partnering for Performance—reaching agreements with others about the leadership style they need

Development Level

- Competence
- Commitment

The Four Development Levels

D1—The Enthusiastic Beginner

D2—The Disillusioned Learner

D3—The Capable, but Cautious, Performer

D4—The Self-Reliant Achiever

Development Level Descriptors

D3

- Self-critical
- Cautious
- Doubtful
- Capable
- Contributing
- Insecure
- Tentative/unsure
- Bored/apathetic

D4

- Justifiably confident
- Consistently competent
- Inspired/inspires others
- Expert
- Autonomous
- Self-assured
- Accomplished
- Self-reliant/self-directed

D2

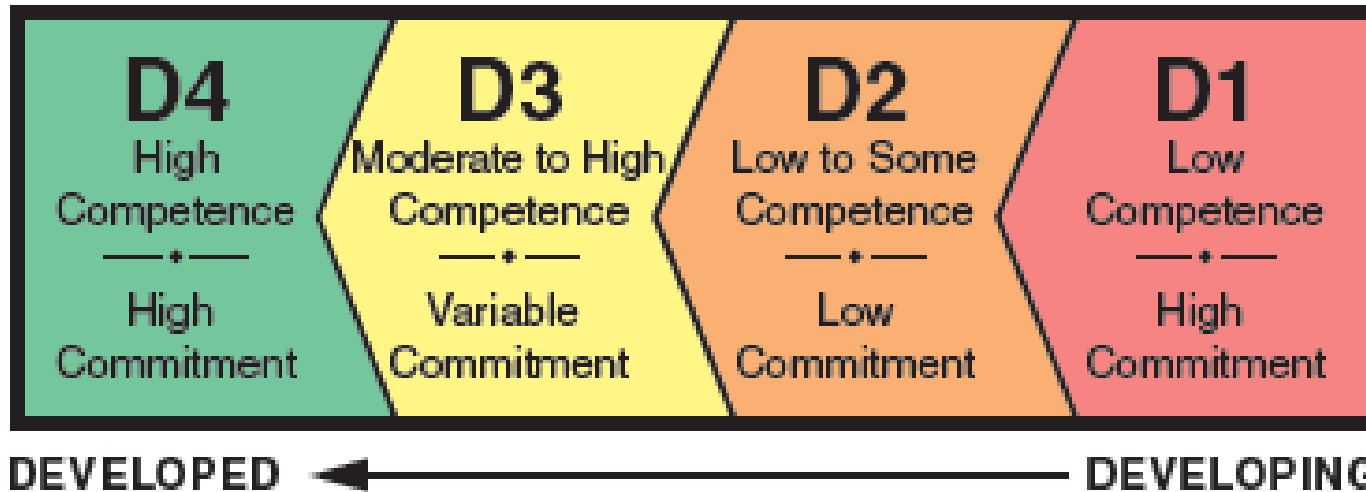
- Overwhelmed
- Confused
- Demotivated
- Demoralized
- Frustrated
- Disillusioned
- Discouraged
- Flashes of competence

D1

- Hopeful
- Inexperienced
- Curious
- New/unskilled
- Optimistic
- Excited
- Eager
- Enthusiastic

Development Levels

The Four Development Levels



Development Level of the Individual

The Causes of Disillusionment

- The task is harder than I thought it was going to be
- No one appreciates my efforts
- I'm not getting the help I need to get better
- The more I learn, the more I realize I have to learn
- The task is boring
- There are conflicting goals and a lack of priorities
- I didn't want this job in the first place

Model for Diagnosing Development Level

	D4	D3	D2	D1
Decision Point 1 →	Doing Can do goal or task without direction		Learning Cannot do goal or task without direction	
Decision Point 2 →	Commitment/Attitude			
	+	-	-	+
	D4	D3	D2	D1

Flexibility

The ability to use a variety of leadership styles comfortably.

Directive Behavior

The extent to which a leader

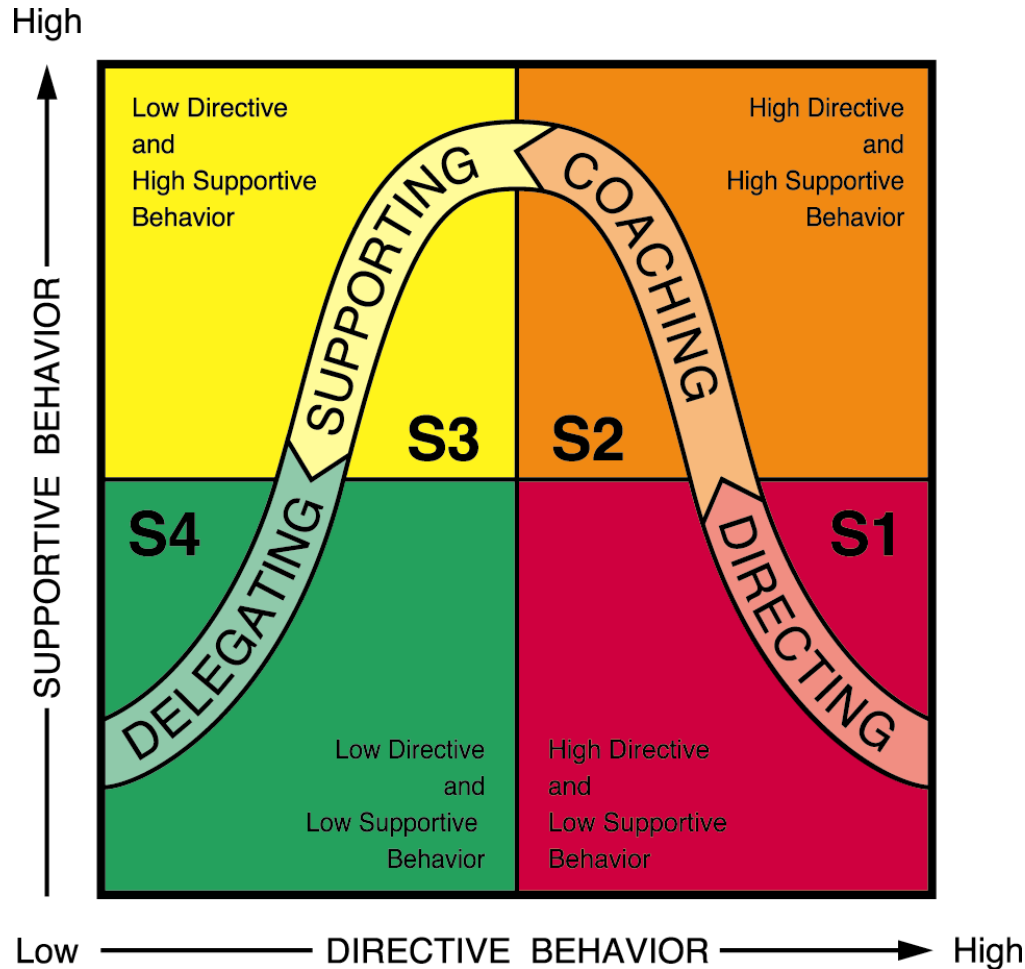
- Sets goals and clarifies expectations
- Tells and shows an individual what to do, when, and how to do it
- Closely supervises, monitors, and evaluates performance

Supportive Behavior

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

The Four Leadership Styles



Style Descriptors

S3

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

S4

- Allowing/trusting
- Confirming
- Empowering
- Affirming
- Acknowledging
- Challenging

S2

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

S1

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

A Leader Has Three Choices

- Match
- Oversupervise
- Undersupervise

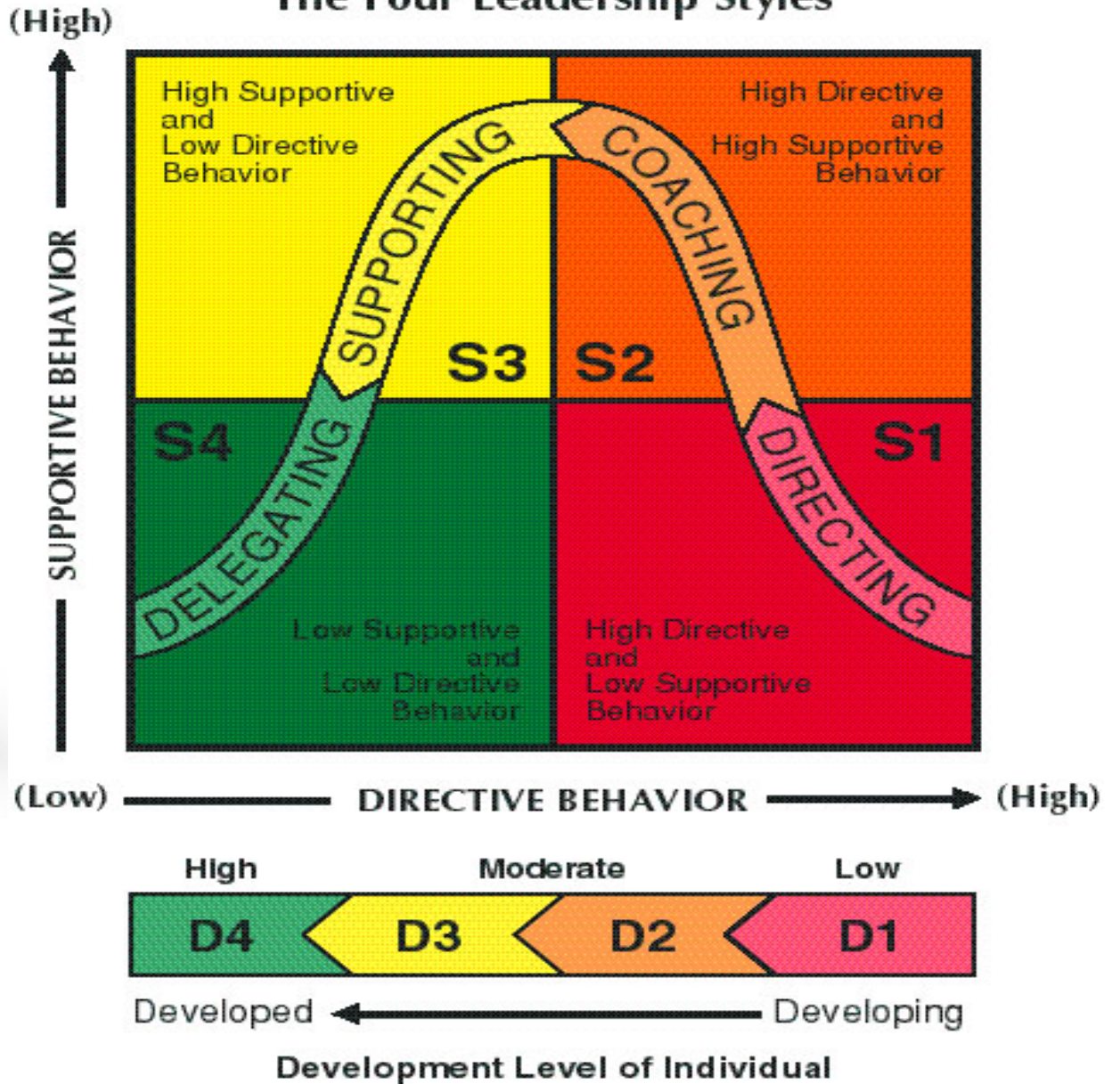
Partnering for Performance

Reaching agreements with people about their development level and the leadership style needed to help them achieve individual and organization goals.

The Steps in Partnering for Performance

1. Get agreement on goals.
2. Get agreement on diagnosis of development level.
3. Get agreement on leadership style (current and future).
4. Get agreement on leadership behaviors.
5. Decide how and how often you will stay in touch.

The Four Leadership Styles



“The best executive is one who has sense enough to pick good men to do what he wants done and self-restraint enough to keep from meddling with them while they do it.”

--Theodore Roosevelt