

Situational Leadership

- Advocacy IS Leadership

- Submitted by Paul L. Evans © 2017

Situational Leadership

- A Model, NOT a Style
 - Developed by Paul Hershey and Ken Blanchard
 - Focuses upon facilitating results through understanding relationship and task behaviors
 - A baseline for “quick and dirty” mission accomplishment
 - Absent a “Perfect” answer, this is a 80% solution to most leadership challenges, but only 80% - community/culture contexts are critical “drivers”
 - An added “dimensional” factor has proven itself worthy of inclusion into this model
 - Grit – Angela Duckworth defines as a combination of, “passion and perseverance” – the “grit scale”
 - A personal characteristic that can (or cannot) serve as an enabler, a “force-multiplier,” or a “gateway” from one level (of team capacity) to another level
 - Put simply, the power of human WILL

Situational Leadership

- Theory (Framework)



Situational Leadership

- Theory (Framework)
 - Circumstances
 - Perceptions – shared understandings
 - Regular, routine, standard operating procedures
 - Extraordinary, “life or death” situations with “grave” consequences
 - “Normal” is a fluid concept
 - Human nature within dynamic circumstances
 - Human beings react to perceived dangers
 - Emotionally
 - Physiologically
 - Value of Experience
 - Knowing what is, what is not, exigent circumstances – is a value

Situational Leadership

- Theory (Framework)
 - Maturity of Leadership
 - Maturity of the Team
 - Attitude, Experience, Knowledge, Skills
 - Maturity of the Individuals of the Team
 - Individual human capacities
 - Individual life experiences
 - Individual intellect, skills, and talents
 - Maturity of the Team Leader
 - Knowledge of necessary skills
 - Mastery of interpersonal leadership tools
 - Awareness of Self (capabilities)
 - Ability to discern capabilities of others
 - Talents associated with mission requirements
 - Understanding of Duty

Situational Leadership

- Theory (Framework)
 - Knowledge and Skills
 - Knowledge
 - Capacities to seek out, interpret, and optimize information relevant for mission requirements
 - Contextual understanding of strategic, operational, and tactical factors related to required tasks (those assigned, those likely to be assigned in the future)
 - Intellectual curiosity (quotient)
 - Skills
 - Demonstrated mastery of task performance
 - Replicability of task performance at quantity and/or quality required for mission success
 - Talent
 - Inherent characteristics associated with optimization of knowledge and skills in delivery of creative, innovative, and tailored solutions to situational challenges/problems
 - Human dynamic greater than the sum of individual experiences, knowledge, or skillsets

Situational Leadership

- Baseline Model

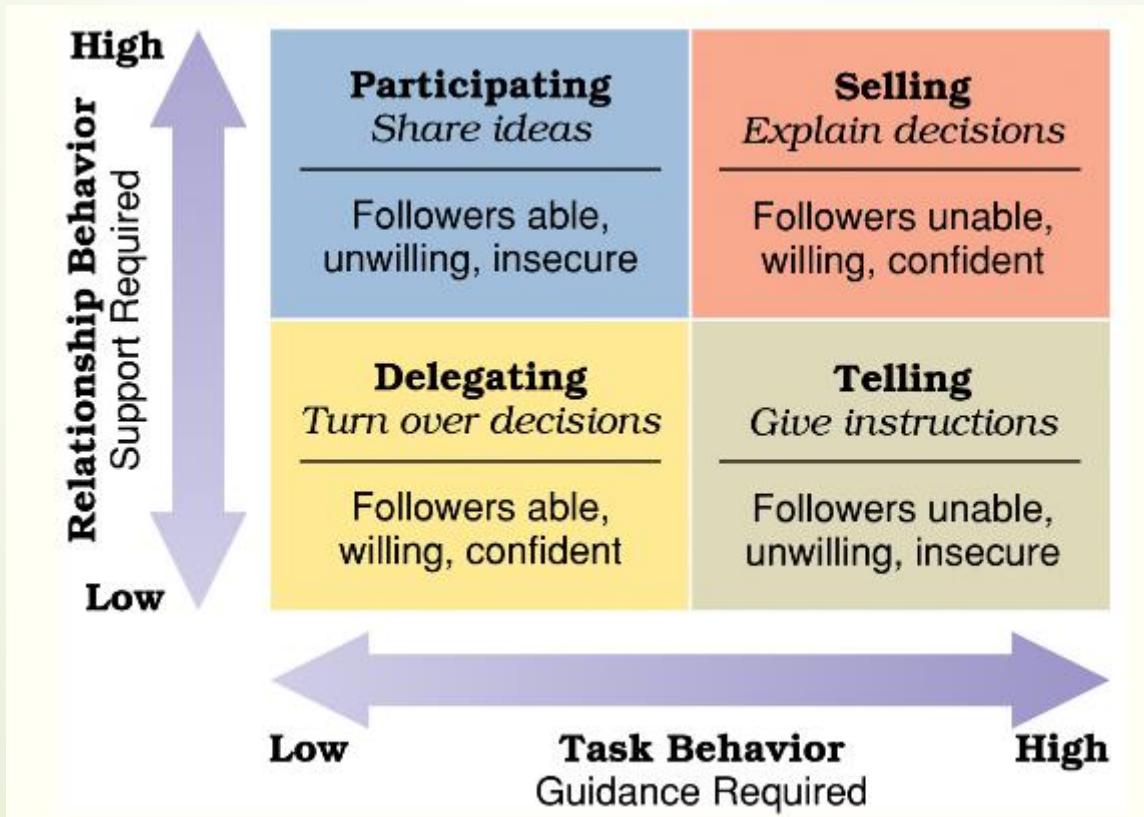


Situational Leadership

- Baseline Model
 - Four Leadership “Styles”
 - Telling
 - Selling
 - Participating/Negotiating
 - Delegating
 - Behaviors
 - Relationship
 - Task
 - Maturity Levels
 - M1 – Boots, Newbies – Motivation Low, Skills Low
 - M2 – Young athletes – Motivation High, Skills Low
 - M3 – Mid-career Management – Motivation Low, Skills High
 - M4 – Energized Team Member – Motivation High, Skills High

Situational Leadership

- Guidance/Support Map



Situational Leadership

- Grit
 - Difference between the teams that can excel, and the teams that do
 - Ability of team to facilitate mission despite rational, reasonable, responsible obstacles that could – would – justify failure
 - Sacrifice of individual as well as team in ways that may not be easily identified, or even understood
 - Synergy in its purest, most effective form

Situational Leadership

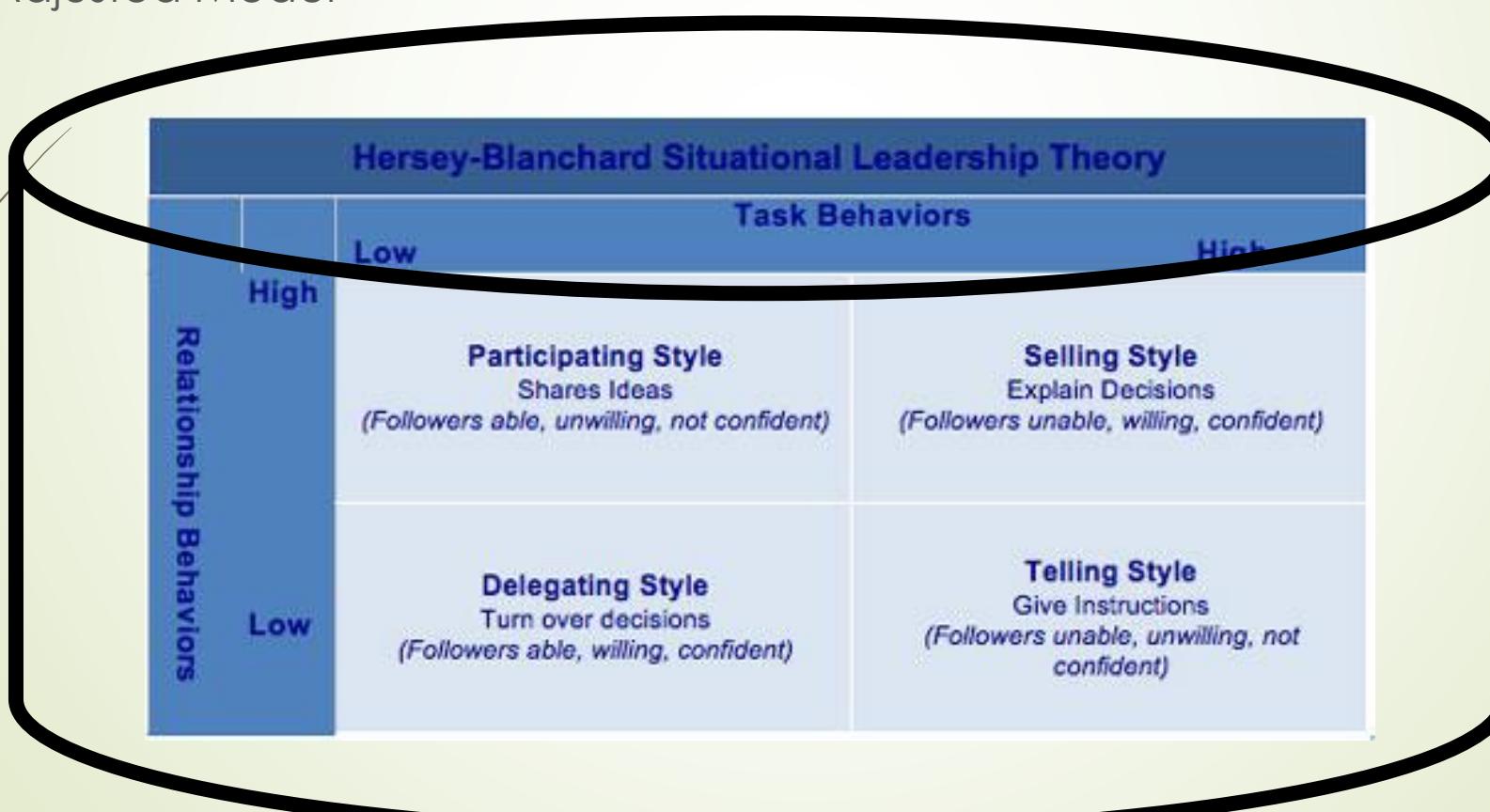
- Added Dimension

Grit = Myelin

Myelin: The fatty substance that covers and protects nerves. Myelin is a layered tissue that surrounds the nerve fibers (axons). This sheath around the axons acts like a conduit in an electrical system, ensuring that messages sent by axons are not lost en route.

Situational Leadership

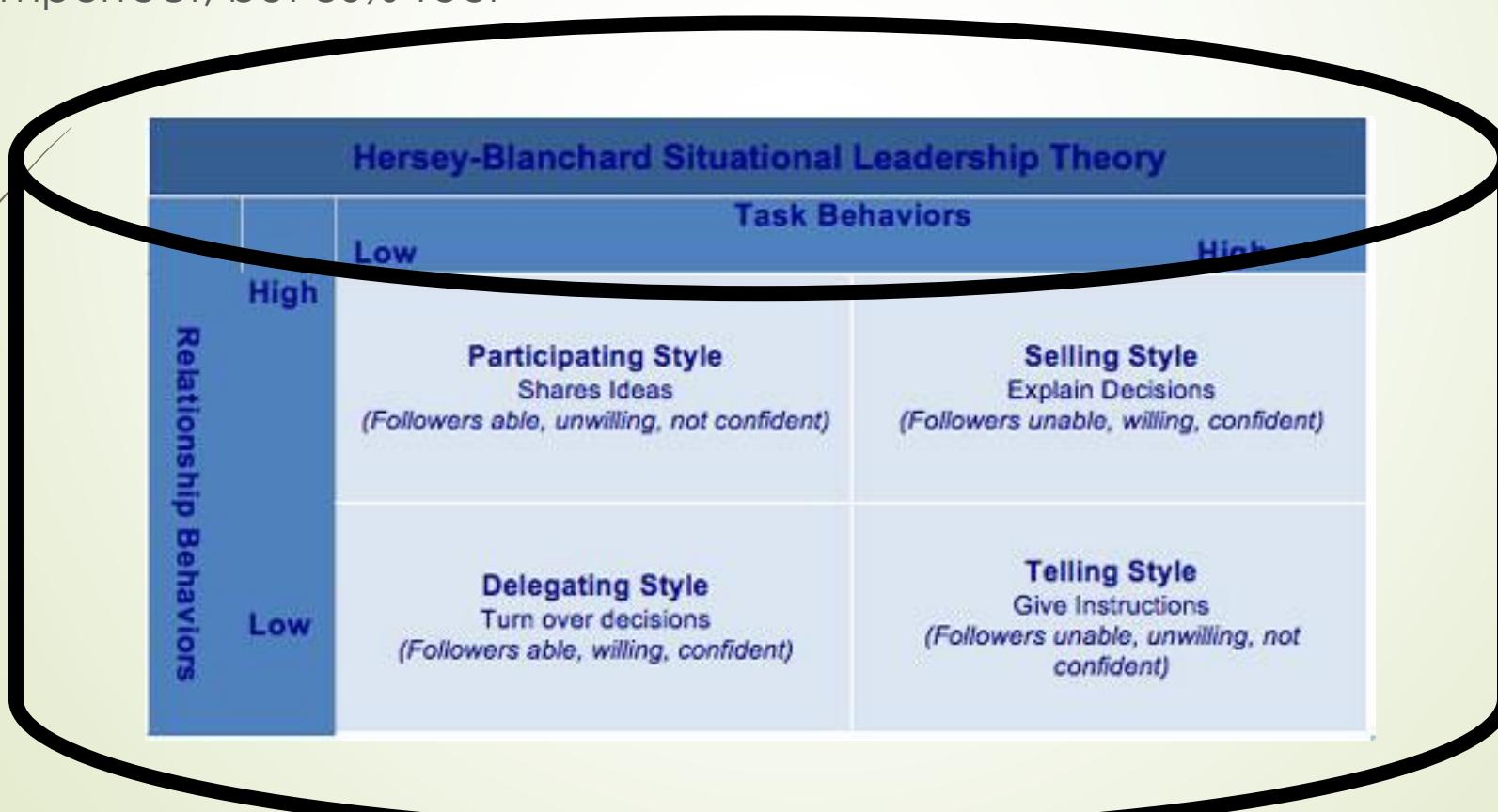
- Adjusted Model



“Grit-Sheath”

Situational Leadership

- Imperfect, but 80% Tool



“Grit-Sheath”

Situational Leadership

- Scenarios

- Bomb Shelter
- Building a House
- Selling an Automobile
- Forming a “Start-up” to produce 3-D made souvenirs
- Organizing a fishing trip for disabled veterans
- Serving on a jury – as foreperson
- Counseling an employee
- Motivating a peer
- “Firing” a trusted, well-supported Volunteer after s/he made indefensible statements