

# Situational Leadership

- Advocacy IS Leadership

# 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

Hersey-Blanchard Situational Leadership Theory		
Relationship Behaviors	Task Behaviors	
	Low	High
	<b>Participating Style</b> Shares Ideas <i>(Followers able, unwilling, not confident)</i>	<b>Selling Style</b> Explain Decisions <i>(Followers unable, willing, confident)</i>
Low	<b>Delegating Style</b> Turn over decisions <i>(Followers able, willing, confident)</i>	<b>Telling Style</b> Give Instructions <i>(Followers unable, unwilling, not confident)</i>

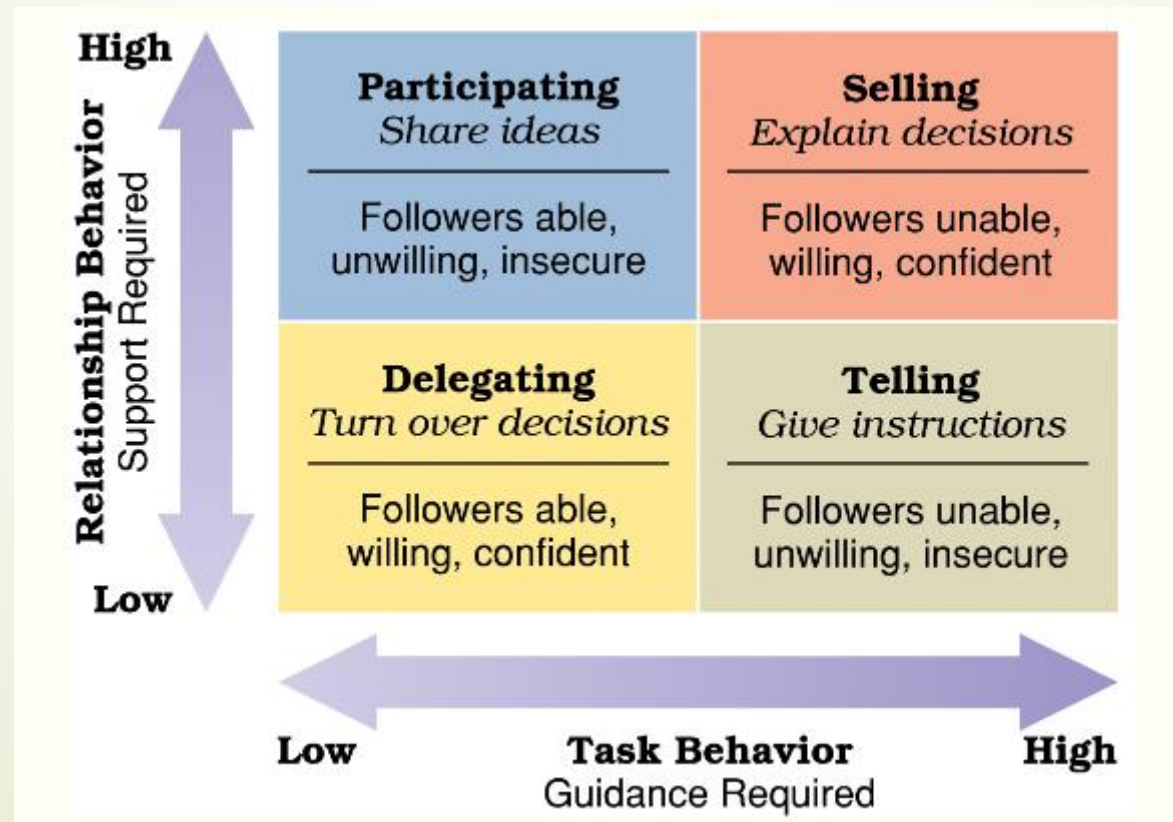
# Situational Leadership

- 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

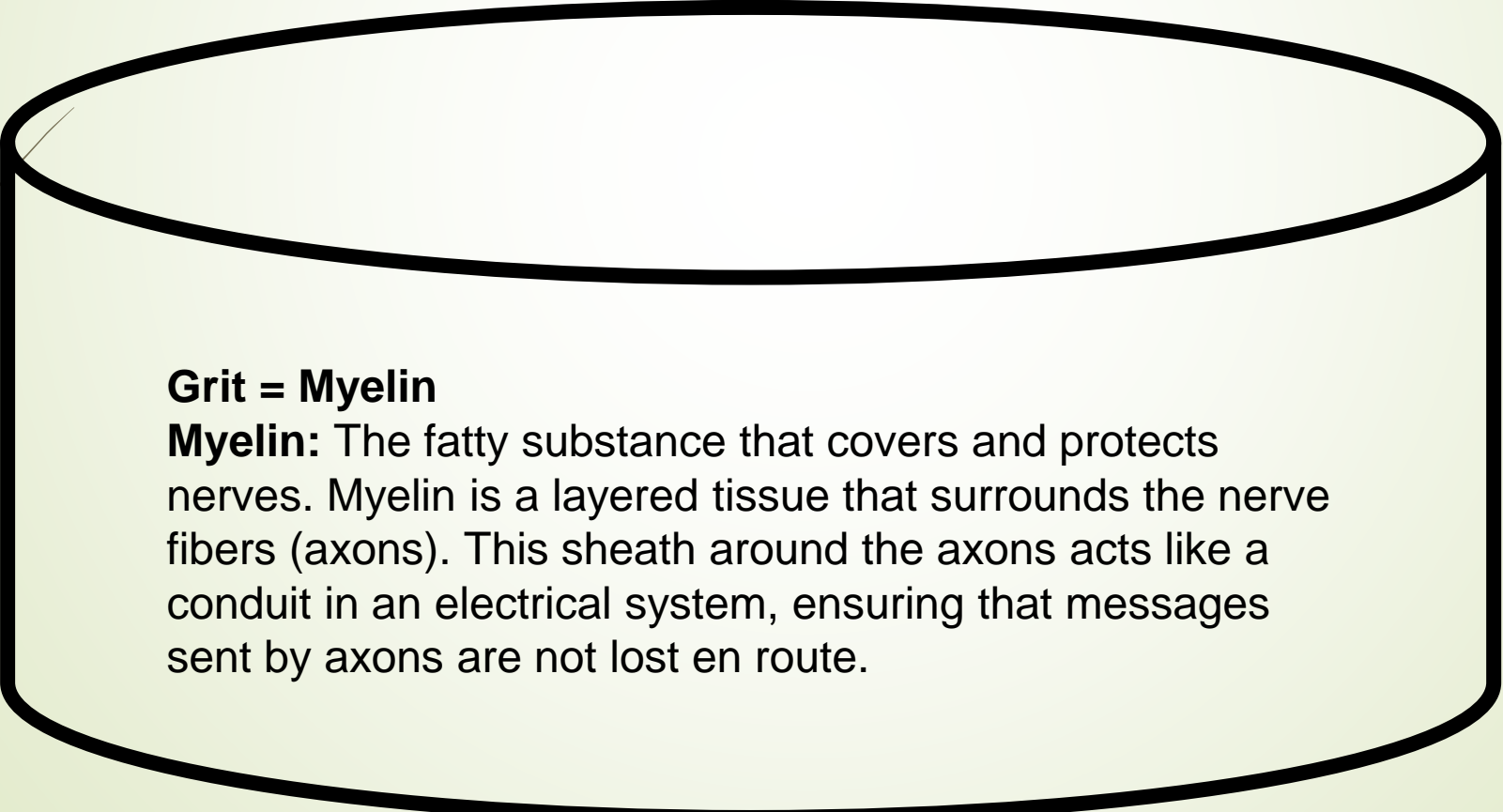


# Situational Leadership

- 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

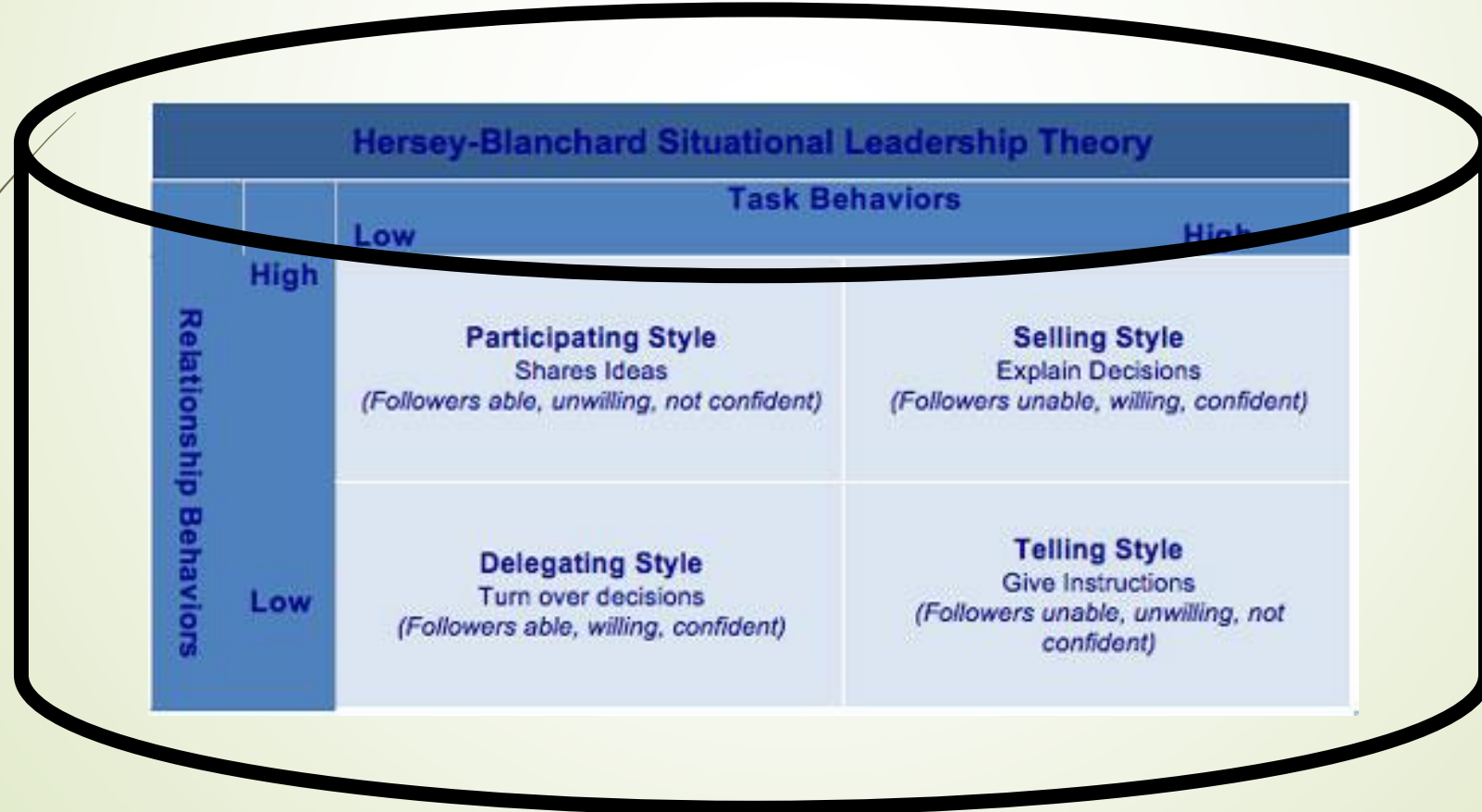


## **Grit = Myelin**

**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

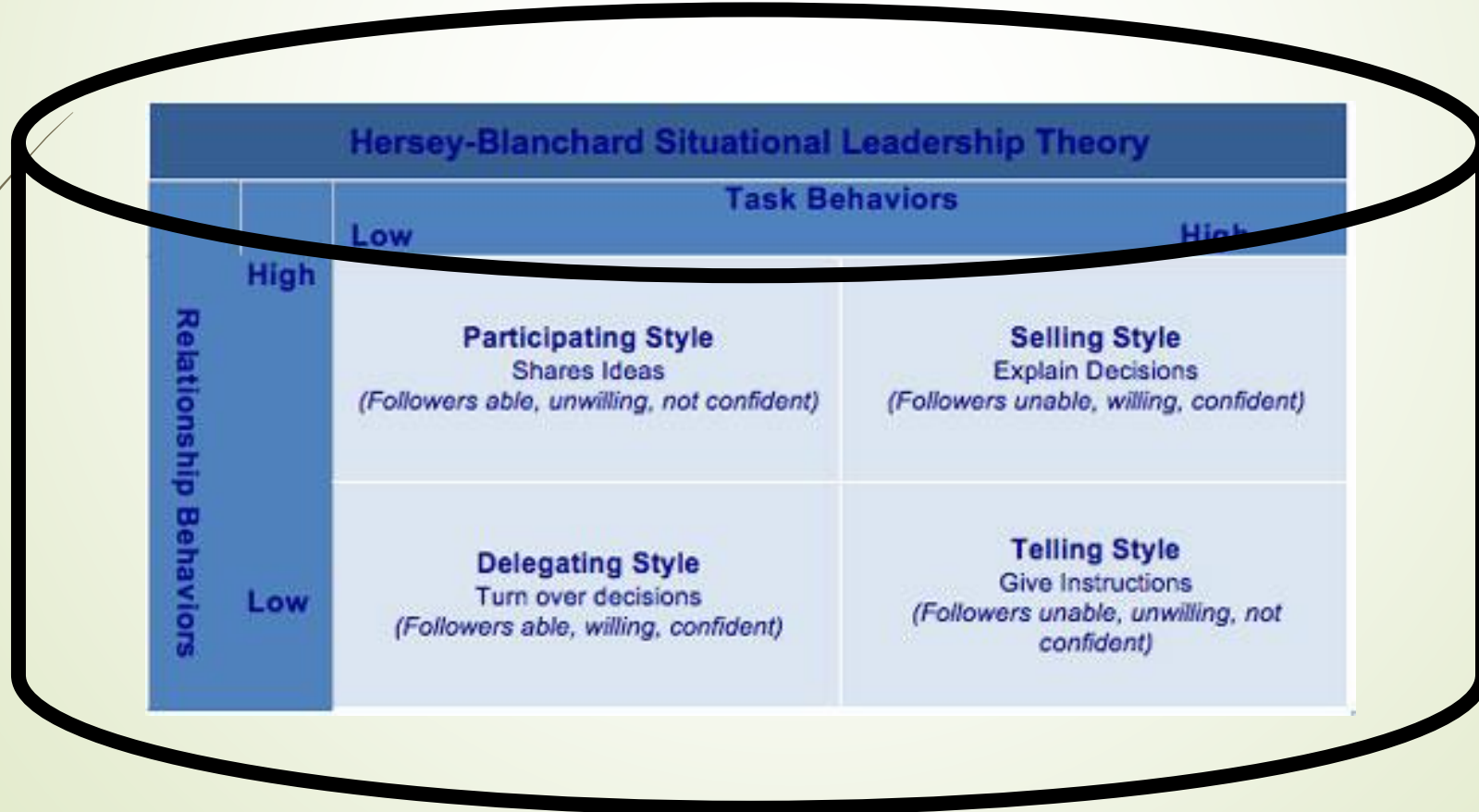
- Adjusted Model



“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