SESSION 2. SITUATIONAL LEADERSHIP & TEAMWORK

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Leading Teams: Leader Behaviors

Directive Behavior is defined as: The extent to which a leader engages in one-way communication; spells out the follower(s) role and tells the follower(s) what to do, where to do it, when to do it and how to do it; and then providing frequent feedback on results.

Three words can be used to define Directive Behavior: structure, control, and supervise.
Leading Teams: Leader Behaviors

**Supportive Behavior** is defined as: The extent to which a leader engages in two-way communication, listens, provides support and encouragement, facilitates interaction, and involves the follower(s) in decision-making. Three words can be used to define Supportive Behavior: praise, listen, and facilitate.

Leading Teams: Development Level

Development level is a combination of two factors:

- **Competence**: the individual or team’s demonstrated task-specific and transferable knowledge and skills on a goal or task.
- **Commitment**: the individual or team’s motivation and confidence on a goal or task.

Development level is goal or task specific.
Leading Teams: Development Level

- **D1** - Low Competence, High Commitment
  “Enthusiastic Beginner”
- **D2** - Some Competence, Low Commitment
  “Disillusioned Learner”
- **D3** - Moderate to High Competence, Variable Commitment
  “Reluctant Contributor”
- **D4** - High Competence, High Commitment
  “Peak Performer”

Complete the Team Leadership Case Studies

Read each case study and determine what action you think would be most appropriate for the leader to take in the situation. Rank your answers from 1 to 4 with #1 being the most appropriate leadership response and #4 the least appropriate leadership response.
Diagnosing Development Level & Leadership Style

- What development level is the team you are leading?
- What leadership style is most appropriate for this team at this development level?
The Three Skills of a Situational Leader

1. **Diagnosis**: Assessing an individual or team’s need (development level) for direction and support.

2. **Flexibility**: Using a variety of leadership styles comfortably.

3. **Partnering for Performance**: Reaching agreements on what the leader and the individual or team need from each other as they work together.
Leading Teams: Directing

**High Directive, Low Supportive Behaviors**

- The leader provides specific direction about goals, shows and tells how, and closely tracks the individuals performance in order to provide frequent feedback on results.

  *Planning/Prioritizing*
  *Orienting*
  *Teaching/showing and telling how*
  *Checking/monitoring*
  *Giving feedback*

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**THE FOUR LEADERSHIP STYLES**

- **DIRECTING** (High Directive and Low Supportive Behavior)
- **DELEGATING** (Low Directive and Low Supportive Behavior)
- **SUPPORTING** (High Supportive and Low Directive Behavior)
- **COACHING** (High Directive and High Supportive Behavior)

**DEVELOPMENT LEVEL OF FOLLOWER(S)**

- **D1** (Low) - **D4** (High)
- **D2** (Moderate)
- **D3** (Moderate)
- **D4** (High)

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Leading Teams: Coaching

*High Directive, High Supportive Behaviors*

- The leader explains why, solicits suggestions, praises behaviors that are approximately right, and continues to direct goal or task accomplishment.

  *Explaining/clarifying*

  *Redirecting*

  *Sharing feedback*

  *Encouraging*

  *Praising*

  *Defining*
Leading Teams: Supporting

*High Supportive, Low Directive Behaviors*

- The leader and the individual or team make decisions together. The role of the leader is to facilitate, listen, draw out, encourage, and support.

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

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![The Four Leadership Styles Diagram](image-url)
Leading Teams: Delegating

Low Supportive, Low Directive Behaviors

- The leader empowers the individual or team to act independently with appropriate resources to get the job done.

  Allowing/trusting
  Confirming
  Affirming
  Acknowledging
  Challenging

Matching Leadership Style to Team Development Stages
Leading Teams: Leader’s Goal

Build an individual or team’s development level so you can start using less time-consuming styles (S3 and S4) and still get high quality results.

Leading Teams: Increasing Performance

3. Observe Performance - Focus on the Positive.
4. Praise progress, or
5. Redirect.
HIGH PERFORMING TEAMS

Leading Teams: High Performance

1. **Purpose and values**
2. **Empowerment**
3. **Relationships and communication**
4. **Flexibility**
5. **Optimal productivity**
6. **Recognition and appreciation**
7. **Morale**
Rate a Team
As Leader or Team Member

Use the 7 characteristics of PERFORM and reflect on a team for which you are the Leader or a Team Member. Rate how well the team embodies each of the 7 characteristics of PERFORM from “1” strongly disagree to #5 strongly agree.
Leading Teams: PERFORM

- **Purpose & Values** - strong sense of purpose, common set of values, compelling vision.
- **Empowerment** – authority to act and make decisions and choices with clear boundaries; have autonomy, opportunity, and ability to experience their personal and collective power.
- **Relationships & Communication** – committed to open communication; people feel like they can take risks and share their thoughts, opinions, and feelings without fear.

Leading Teams: PERFORM

- **Flexibility** – members are interdependent and realize that all members are responsible for team performance, development, and leadership; members recognize the inevitability of change and adapt to changing situations.
- **Optimal Productivity** – the amount and quality of the work the team accomplishes; commitment to high standards and quality; members hold each other accountable and strive for continual improvement.
Leading Teams: PERFORM

- **Recognition & Appreciation** – continual positive feedback and recognition on the part of team members, the leader, and the organization; recognition reinforces behavior, build esteem, and enhances a feeling of value and accomplishment.

- **Morale** – morale is the result of all of the above; if the other PERFORM elements are in place, morale is high; members are enthusiastic about their work, proud of their results, and feel pride in belonging to the team.

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Improve Your Team

1. Which, if any, of the 7 characteristics are most in need of improvement?
2. What strategies would you recommend for improving your team’s performance?