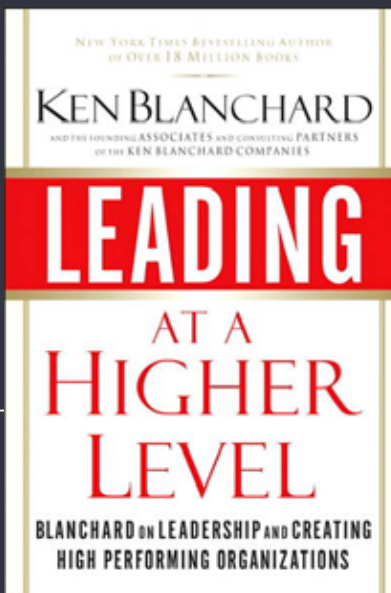


## SESSION 2. SITUATIONAL LEADERSHIP & TEAMWORK

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# SITUATIONAL LEADERSHIP

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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”**

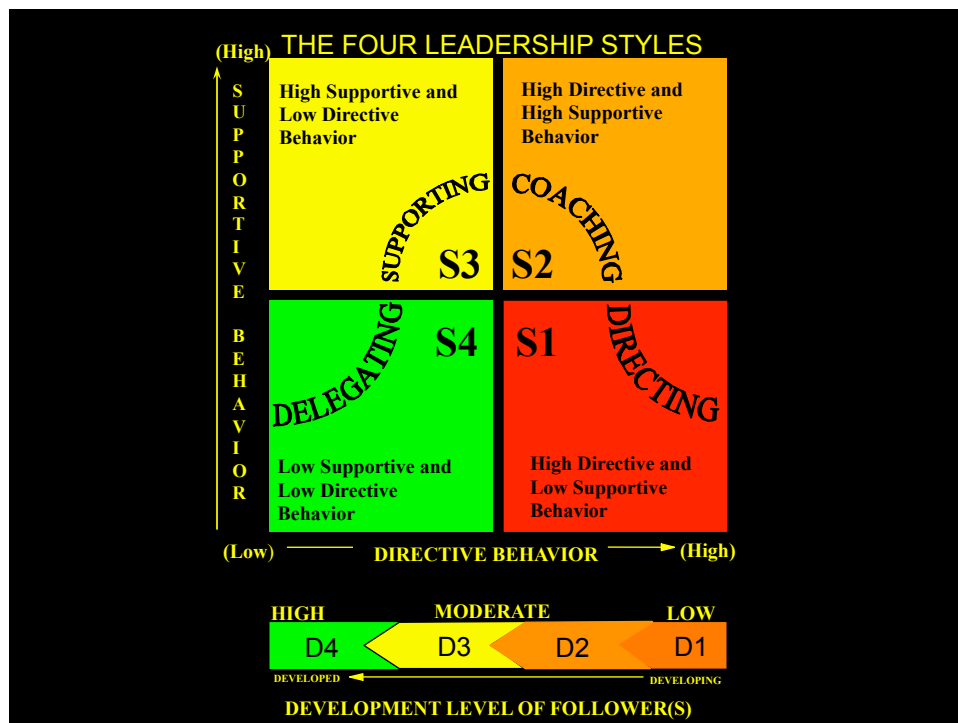
## Complete the Team Leadership Case Studies

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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*



## 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*

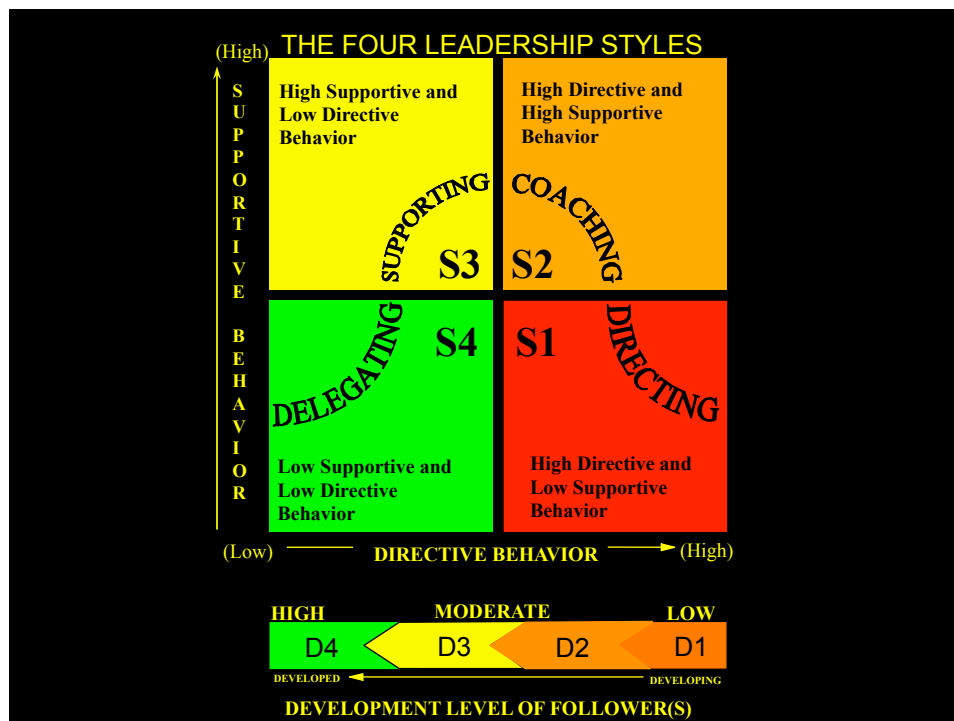
*Facilitating self-reliant problem-solving*

*Collaborating*

*Encouraging feedback*

*Appreciating*

*Exploring/asking*



## 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*



## 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

1. Tell Them What You Want Them to Do.
2. Show Them What You Want Them to Do.
3. Observe Performance - Focus on the Positive.
4. Praise progress, or
5. Redirect.

# HIGH PERFORMING TEAMS

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## Leading Teams: High Performance

1. **P**urpose and values
2. **E**mpowerment
3. **R**elationships and communication
4. **F**lexibility
5. **O**ptimal productivity
6. **R**ecognition and appreciation
7. **M**orale

PERFORM ACROSS THE ORGANIZATION				
	INDIVIDUAL LEVEL	TEAM LEVEL	MANAGEMENT LEVEL	ORGANIZATIONAL LEVEL
<i>Purpose and Values</i>	<b>P</b> <ul style="list-style-type: none"> <li>Identifies clear goals, aligned with team purpose</li> <li>Lives by team values and norms</li> <li>Commits to team purpose</li> </ul>	<ul style="list-style-type: none"> <li>Develops a common team purpose, aligned with the organizational purpose</li> <li>Develops clear goals and standards</li> <li>Shares common values</li> </ul>	<ul style="list-style-type: none"> <li>Provides appropriate direction and resources to enhance team's purpose</li> <li>Articulates "big picture" to help link daily tasks to organizational purpose</li> </ul>	<ul style="list-style-type: none"> <li>Has articulated clear vision, values, and critical success factors</li> </ul>
<i>Empowerment</i>	<b>E</b> <ul style="list-style-type: none"> <li>Commits to continuous improvement and development of skills and knowledge</li> <li>Offers new ideas and seeks out necessary resources</li> </ul>	<ul style="list-style-type: none"> <li>Follows practices that support participation and risk taking</li> </ul>	<ul style="list-style-type: none"> <li>Provides opportunities for team to perform</li> <li>Provides resources and training for individual and team</li> <li>Rewards informed risk taking and creativity</li> </ul>	<ul style="list-style-type: none"> <li>Readily shares information</li> <li>Supports teams through policies and procedures</li> <li>Has orientation, training systems, and management support that foster learning and growth of individuals and teams</li> </ul>
<i>Relationships and Communication</i>	<b>R</b> <ul style="list-style-type: none"> <li>Shares knowledge and skills</li> <li>Listens for understanding</li> <li>Values differences</li> <li>Values well-being of others</li> </ul>	<ul style="list-style-type: none"> <li>Encourages different perspectives</li> <li>Encourages open feedback</li> <li>Openly discusses how the team is working together</li> </ul>	<ul style="list-style-type: none"> <li>Values individual and team contributions</li> <li>Fosters a climate of trust</li> <li>Shares all relevant information</li> <li>Models open communication and feedback</li> </ul>	<ul style="list-style-type: none"> <li>Makes all information available</li> <li>Values differences</li> <li>Advocates open communication systems</li> </ul>
<i>Flexibility</i>	<b>F</b> <ul style="list-style-type: none"> <li>Provides leadership when appropriate</li> <li>Considers a variety of approaches</li> <li>Focuses on task as well as team development</li> </ul>	<ul style="list-style-type: none"> <li>Encourages variety of approaches</li> <li>Shares leadership</li> <li>Encourages cross-training</li> </ul>	<ul style="list-style-type: none"> <li>Supports new or different ideas</li> <li>Advocates flexibility within the organization</li> <li>Provides leadership for strong team culture</li> </ul>	<ul style="list-style-type: none"> <li>Encourages creativity and innovation</li> <li>Seeks individual and team ideas</li> <li>Is highly responsive, has flexible and adaptive systems</li> </ul>
<i>Optimal Productivity</i>	<b>O</b> <ul style="list-style-type: none"> <li>Commits to high standards and to measuring progress</li> <li>Understands and uses effective problem solving and decision making</li> </ul>	<ul style="list-style-type: none"> <li>Meets goals and standards</li> <li>Uses systematic problem solving and decision making practices</li> </ul>	<ul style="list-style-type: none"> <li>Provides linkage with organizational outcomes</li> <li>Monitors progress</li> <li>Establishes boundaries and supports team decisions</li> </ul>	<ul style="list-style-type: none"> <li>Articulates critical success factors clearly</li> <li>Makes technical and material resources available</li> <li>Aligns systems, policies, and practices with vision, values, and desired outcomes</li> <li>Clarifies performance standards</li> </ul>
<i>Recognition and Appreciation</i>	<b>R</b> <ul style="list-style-type: none"> <li>Values and recognizes others' contributions</li> <li>Recognizes and appreciates team efforts</li> </ul>	<ul style="list-style-type: none"> <li>Celebrates individual and team contributions</li> </ul>	<ul style="list-style-type: none"> <li>Values and recognizes individual and team accomplishments</li> </ul>	<ul style="list-style-type: none"> <li>Rewards and celebrates team successes</li> <li>Ensures that recognition, performance management, and compensation systems support teamwork</li> </ul>
<i>Morale</i>	<b>M</b> <ul style="list-style-type: none"> <li>Feels valued and respected</li> <li>Is enthusiastic about being on team</li> <li>Has pride in contributing</li> <li>Is committed to continuous improvement</li> </ul>	<ul style="list-style-type: none"> <li>Celebrates successes</li> <li>Searches for continuous improvement</li> </ul>	<ul style="list-style-type: none"> <li>Supports continuous improvement</li> <li>Celebrates accomplishments</li> </ul>	<ul style="list-style-type: none"> <li>Recognizes success</li> <li>Provides resources</li> <li>Encourages continuous improvement and renewal</li> </ul>

# 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 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.

## Improve Your Team

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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?