

# Situational Leadership

## Duration: 2 days

The fundamental underpinning of situational leadership is that there is no single "best" style of leadership. Effective leadership is task-relevant and that the most successful leaders are those that adapt their leadership style to the maturity of the team and the individual.

The best managers will have the capacity and skills to set high but attainable goals, empower a willingness and ability to take responsibility for the task and provide for the relevant education and or experience of an individual or a group for the task. The manager will then be able to develop the competence and confidence of the individuals or group they are attempting to lead and influence.

During the workshop we will investigate the Hersey-Blanchard Situational Leadership Model and look at its fundamental concepts in terms of the leadership style and the individual or group's maturity level whilst overlaying behavioural trends as indicated by the Insights Discovery Model.

## Who should attend this course?

All Management and supervisory staff who wish or need to improve their leadership performance. Ideally suited to those who already acknowledge that there is a place for autocratic and collaborative management styles and wish to understand when each is appropriate.

## Objectives

### Upon completion of this course participants will:

- Excel at goal setting, coaching, performance evaluating, active listening, and proactive problem solving
- Understand when and where to use alternative styles of management and leadership
- Have clarity on the mix of management and leadership activities and approach
- Clarify individual goals and ensure alignment with the organisation's goals
- Create systems to track performance and task completion
- Improve individual and organisation development
- Improve job satisfaction and morale at all levels
- Create a shared language of leadership within the organisation

## Course Outline

### Fundamentals

- The four leadership styles (instructing, supporting, coaching, delegating)
- Leader behaviours
- Benefits of Situational Leadership
- How directive and supportive behaviour helps people

### Different strokes

- Diagnosis of style
- Competence and commitment model
- Assessing development level

### Contracting for leadership style

- Goal setting
- What good looks like
- Introduction of the process
- Observation and measurement
- Feedback and reset

### Goal setting

- Setting tensions and outcomes
- Setting priorities
- Measurable indicators
- Standards of performance
- Assumptions and conditions
- Action plan

### Development Level Determination

- Inclusive behaviour
- Competence and commitment at a to apply to all situations
- Tasks performed
- Behaviour demonstrated
- What and how things get done
- Past leadership styles
- Leadership styles for the future

### Performance Review

- Performance planning
- Day to day coaching
- Performance evaluation

### The Process of Management

- Set the contracting framework
- Develop competence and commitment
- One minute praising
- One minute reprimand
- Dealing with Regression

### Counselling Model

- Setting the appropriate solution
- Leadership and management
- Managing people
- Leaderships decisions
- Situation analysis

## Preferred but optional

All participants to complete an Insights Personal profile including a Management chapter.