

Situational leadership: Match your style to each task

Adaptive module

~20 min

One team today can include an expert new to AI, a young hire more comfortable with digital tools than their manager, and a specialist bored with work she has mastered. Situational Leadership is often reduced to labeling people; this module refocuses it on the task and has the manager and the team member assess together. They compare their views, which often differ, and it's this conversation that lets the manager adjust their style accurately.

LEARNING OBJECTIVES

- 01 Distinguish the four development levels of Situational Leadership as updated by Ken Blanchard, from enthusiastic beginner to self-reliant achiever.
- 02 Assess these levels on a specific task, not on the team member as a whole.
- 03 Match your style—directing, coaching, supporting, or delegating—to the assessed level, using the right words.
- 04 Assess the level with the team member in two questions, competence and motivation, and build on where your views differ.

WHO IT'S FOR

Managers who want to adjust their support, and team members who want to say where they stand and what kind of management suits them.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

- 1 **Self-assessment:** on 9 dimensions, to gauge current habits and guide the practice.
- 2 **Expert video:** 10 minutes, with 3 pauses for reflection.
- 3 **Practice scenarios:** the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
- 4 **Dated commitment:** one action to try, written by the learner or picked from the suggestions.
- 5 **Memo to download:** key takeaways, questions, commitment, personal notes and checklists.

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- Situational Leadership / SLII – Ken Blanchard
- Four management styles (directing, coaching, supporting, delegating) – Ken Blanchard, SLII
- Task-by-task assessment with two questions (competence, motivation) – Ken Blanchard, SLII

SOURCES & REFERENCES

- Ken Blanchard – Situational Leadership II (SLII), an update of the Situational Leadership model co-developed with Paul Hersey in the 1970s
- Ken Blanchard, Patricia Zigarmi & Drea Zigarmi – Leadership and the One Minute Manager (Situational Leadership II), 1985
- Paul Hersey & Ken H. Blanchard – "Life Cycle Theory of Leadership," Training and Development Journal, 1969
- Albert Bandura (1977) – self-efficacy and mastery experiences