

Situational leadership in practice: Traps and transitions

Adaptive module

~20 min

A practical follow-up to the introduction to situational leadership, this module covers what happens when it is applied: four diagnosis traps, starting with labeling the person instead of the task; the two style transitions managers most often miss; and three present-day adjustments: hybrid work, AI that inflates a beginner's apparent competence, and younger generations who won't accept a directing style for long.

LEARNING OBJECTIVES

- 01 Diagnose the development level for a specific task at a given moment, never for the person in general.
- 02 Regularly recheck motivation and competence instead of relying on past performance.
- 03 Dare to make the two difficult transitions: directing to coaching when doubt sets in, supporting to delegating.
- 04 Adjust the diagnosis to hybrid work by asking the person, and distinguish producing with AI from knowing how to check its output.

WHO IT'S FOR

Managers who want to adjust their style task by task, and readjust it as each person progresses.

- **Prerequisite:**
Situational leadership: Match your style to each task

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 (directing, coaching, supporting, and delegating styles) – Ken Blanchard
- Development levels (enthusiastic beginner, disillusioned learner, capable but cautious performer, self-reliant achiever) – Ken Blanchard
- Psychological safety – Amy Edmondson (Harvard Business School)

SOURCES & REFERENCES

- Amy Edmondson (Harvard Business School) – psychological safety, more than 20 years of research, first published in 1999
- Ken Blanchard – SLII framework (situational leadership), 4 styles and 4 development levels
- Deci & Ryan (2000) – autonomy, competence, and relatedness in motivation
- Albert Bandura (1977) – self-efficacy and mastery experiences