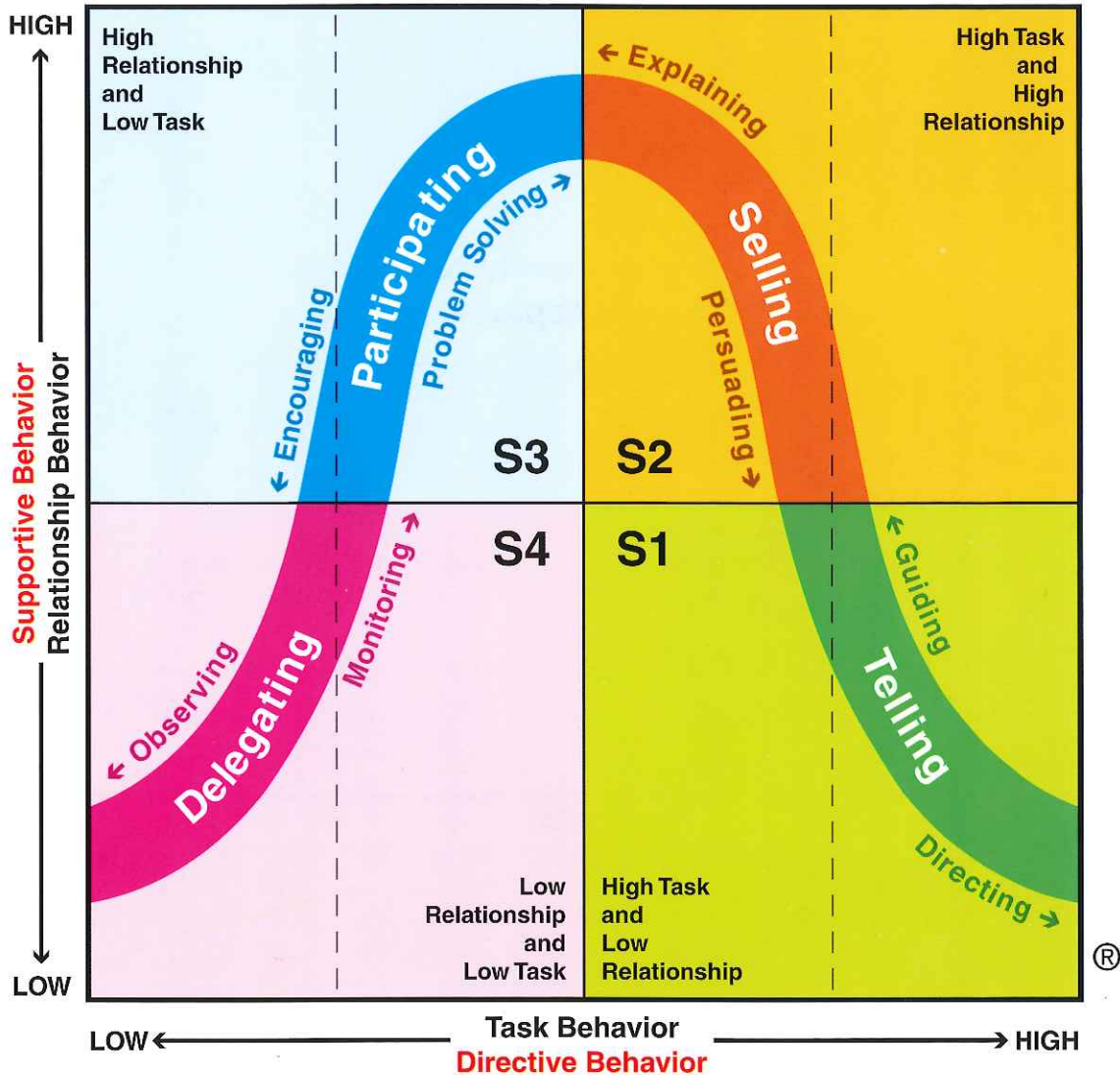


Situational Leadership®

Influence Behaviors



Performance Readiness

HIGH	MODERATE		LOW
R4	R3	R2	R1
Able and Confident and Willing	Able but Insecure or Unwilling	Unable but Confident or Willing	Unable and Insecure or Unwilling

Self Directed

Leader Directed

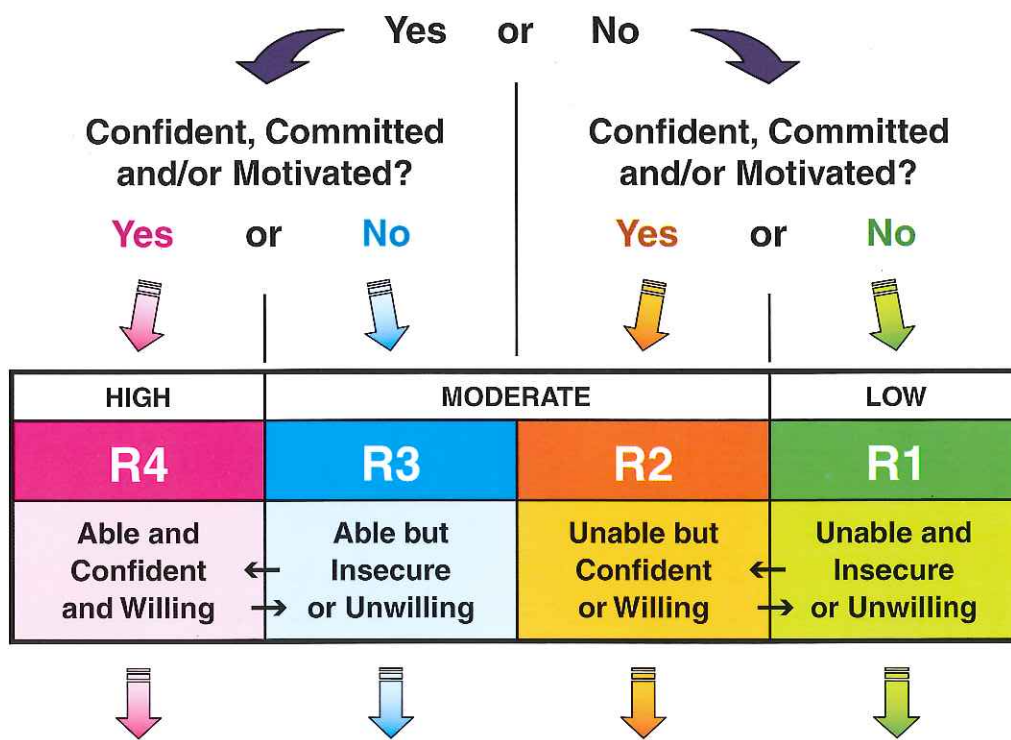
Using Situational Leadership®

Step 1 Identify the specific job, task or activity.

Step 2 Assess current performance readiness.

Is the person presently performing at sustained acceptable levels?

(Complex or not sure? Break task into smaller activities.)



Step 3 Match leader response.

S4	S3	S2	S1
Low Relationship Low Task	High Relationship Low Task	High Task High Relationship	High Task Low Relationship
Delegating Observing Monitoring Tracking	Participating Encouraging Problem Solving Involving	Selling Explaining Persuading Clarifying	Telling Guiding Directing Instructing