Using Situational Leadership® to Lead Teams

Situational Leadership® is a task specific model leaders have been using for 50 years to drive performance and enhance engagement. It is also a model that can be used in conjunction with Tuckman’s stages of group development to effectively lead teams. And if it’s true that a picture is worth a thousand words, we offer the following pictures (with far less than 1000 words).

Stage 1: Forming ► Style 1: Establishing/Defining

**Team Members Ask/Say:**
- What are we doing?
- What is my role?
- Where does that fit in?

**Objective:**
Create movement

**Leader Behaviors:**
- Define team’s purpose
- Establish the relative priority of that purpose
- Identify initial steps to be taken (who will do what and by when to get us started?)

![Stage 1 Diagram](image)

Stage 2: Storming ► Style 2: Clarifying/Explaining

**Team Members Ask/Say:**
- Why are we doing this?
- Are you sure this is the best use of my time?
- Is there a better way?

**Objective:**
Team “buy-in” and clarity

**Leader Behaviors:**
- Recognize progress made
- Acknowledge problems and challenges
- Coach, teach, explain

![Stage 2 Diagram](image)
### Stage 3: Norming ► Style 3: Participating/Collaborating

<table>
<thead>
<tr>
<th>Team Members Ask/Say:</th>
<th>Objective:</th>
<th>Leader Behaviors:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• We’re not 100% sure, but here’s what we think ___</td>
<td>Reinforce progress and amplify alignment</td>
<td>• Facilitate targeted problem solving</td>
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<tr>
<td>• Trends still indicate we are moving in the right direction</td>
<td></td>
<td>• Articulate benefits of enhanced collaboration</td>
</tr>
<tr>
<td>• This is starting to make sense!</td>
<td></td>
<td>• Use open-ended questions to increase team involvement</td>
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#### Objective:
Reinforce progress and amplify alignment

#### Leader Behaviors:
- Facilitate targeted problem solving
- Articulate benefits of enhanced collaboration
- Use open-ended questions to increase team involvement

### Stage 4: Performing ► Style 4: Empowering/Delegating

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<tbody>
<tr>
<td>• Here’s something else we just figured out ___</td>
<td>Maximize team potential</td>
<td>• Be available if needed</td>
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<tr>
<td>• We’ve identified something we never thought we’d see ___</td>
<td></td>
<td>• Listen and ask reflective questions</td>
</tr>
<tr>
<td>• What’s next?</td>
<td></td>
<td>• Trust team to execute against charter</td>
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</tbody>
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#### Objective:
Maximize team potential

#### Leader Behaviors:
- Be available if needed
- Listen and ask reflective questions
- Trust team to execute against charter

### Application Challenge
Reflect on a team you currently lead:

1. What stage of group development best describes this team?
2. What leadership style best describes your current approach?
3. What adjustments could you make that would accelerate the development of this team?

### References

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Interested in learning more? info@situational.com | 919.335.8763 | www.situational.com