

GOVERNMENT **CATALOG**

“A situational leader is anybody who recognizes that influencing behavior is not an event, but a process.”

– Dr. Paul Hersey
Founder, The Center for Leadership Studies



AT THE CENTER FOR LEADERSHIP STUDIES, WE BUILD LEADERS AND DRIVE BEHAVIOR CHANGE!

Table of Contents

About The Center for Leadership Studies	4
Dr. Paul Hersey	6
The Situational Leadership® Model	9
Situational Leadership® Competencies	10
The Benefits of Situational Leadership®	10
Government Overview	12
The Situational Leadership® Curriculum	14
Situational Leadership®: Taking Charge	
Situational Leadership®: Building Leaders	
Situational Leadership®: Building the Organization	
Leading Teams: A Situational Approach	
The Influence Curriculum	20
Leading With DiSC®	
Leading With Emotional Intelligence	
Leveraging Your Power to Influence	
Situational Coaching®	
The Performance Curriculum	28
Communicating With Impact	
Leading Change	
Managing Conflict Effectively	
Thinking Strategically	
The Learning Journey	34
Sustainment	39



“Our purpose is to fulfill a legacy of leadership by equipping people at all levels of an agency to effectively influence, engage and succeed.”

– Maureen Hersey Shriver
CEO, The Center for Leadership Studies

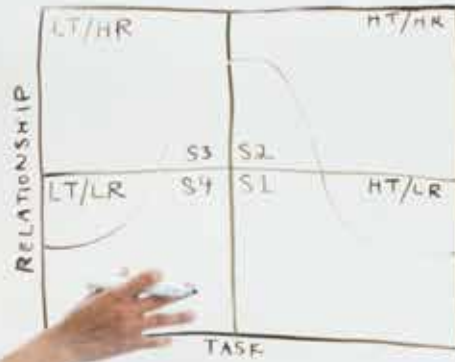
About The Center for Leadership Studies

For more than 45 years, The Center for Leadership Studies (CLS), founded by Dr. Paul Hersey, has been the global home of the original Situational Leadership® Model. With over 14 million leaders trained in more than 30 languages, Situational Leadership® is the most successful and widely adopted leadership model available. Deployed in more than 70% of Fortune 500 companies, our Situational Leadership® and influence-focused courses enable leaders to engage in effective performance conversations that build trust, increase productivity and drive behavior change. CLS services customers both domestically and internationally through an extensive network comprised of over 200 learning professionals in more than 35 countries.





SITUATIONAL LEADERSHIP® INFLUENCE 37 MODELS



PERFORMANCE READINESS

HT/HR	HT/LR	LT/HR	LT/LR
R1	R2	R3	R4



Dr. Paul Hersey (1931-2012)

As founder of The Center for Leadership Studies and creator of the Situational Leadership® Model, Dr. Hersey was internationally recognized as a leading authority on training and development in leadership and management. The author and coauthor of numerous papers, articles and books, *“Management of Organizational Behavior,”* is a true reflection of 50 years of the most significant theory and research developed by thought leaders in the behavioral sciences. This work focuses on the applicability of the Situational Leadership® Model, along with the interaction of people, motivation and leadership.

When developing Situational Leadership®, Dr. Paul Hersey had two questions:

WHAT IS THE BEST LEADERSHIP STYLE?

WHAT ARE THE DRIVING FORCES BEHIND HUMAN MOTIVATION?

Through years of research, Situational Leadership® was founded upon the following:



Scientific Management
Fredrick
Winslow
Taylor



Human Relations Theory
Elton
Mayo

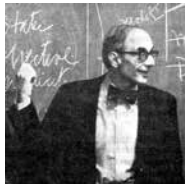
Hierarchy of Needs
Abraham
Maslow



Theory X, Theory Y
Douglas
McGregor

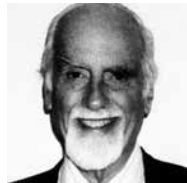


Ohio State Studies
Ralph Stogdill

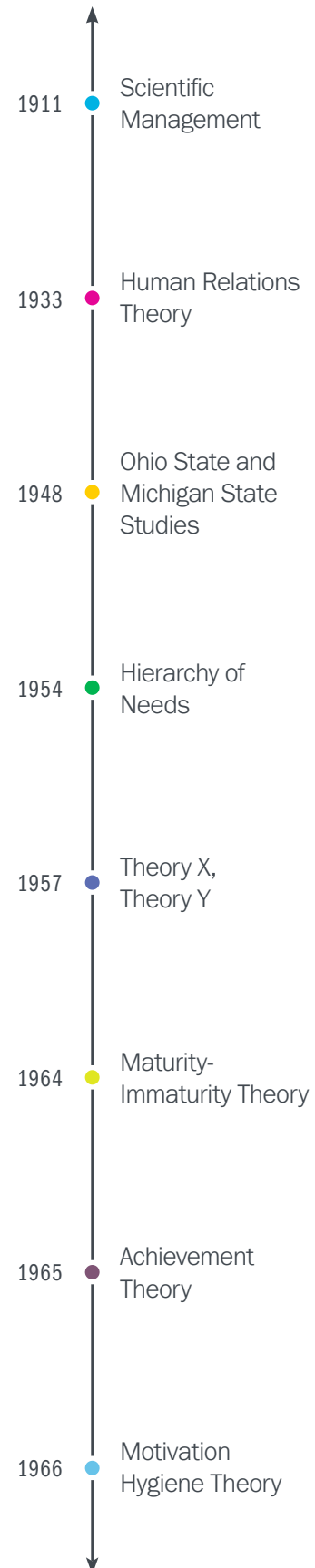
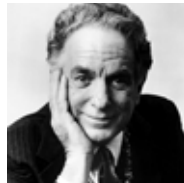


Maturity-Immaturity Theory
Chris Argyris

Achievement Theory
David
McClelland



Motivation Hygiene Theory
Fredrick
Herzberg





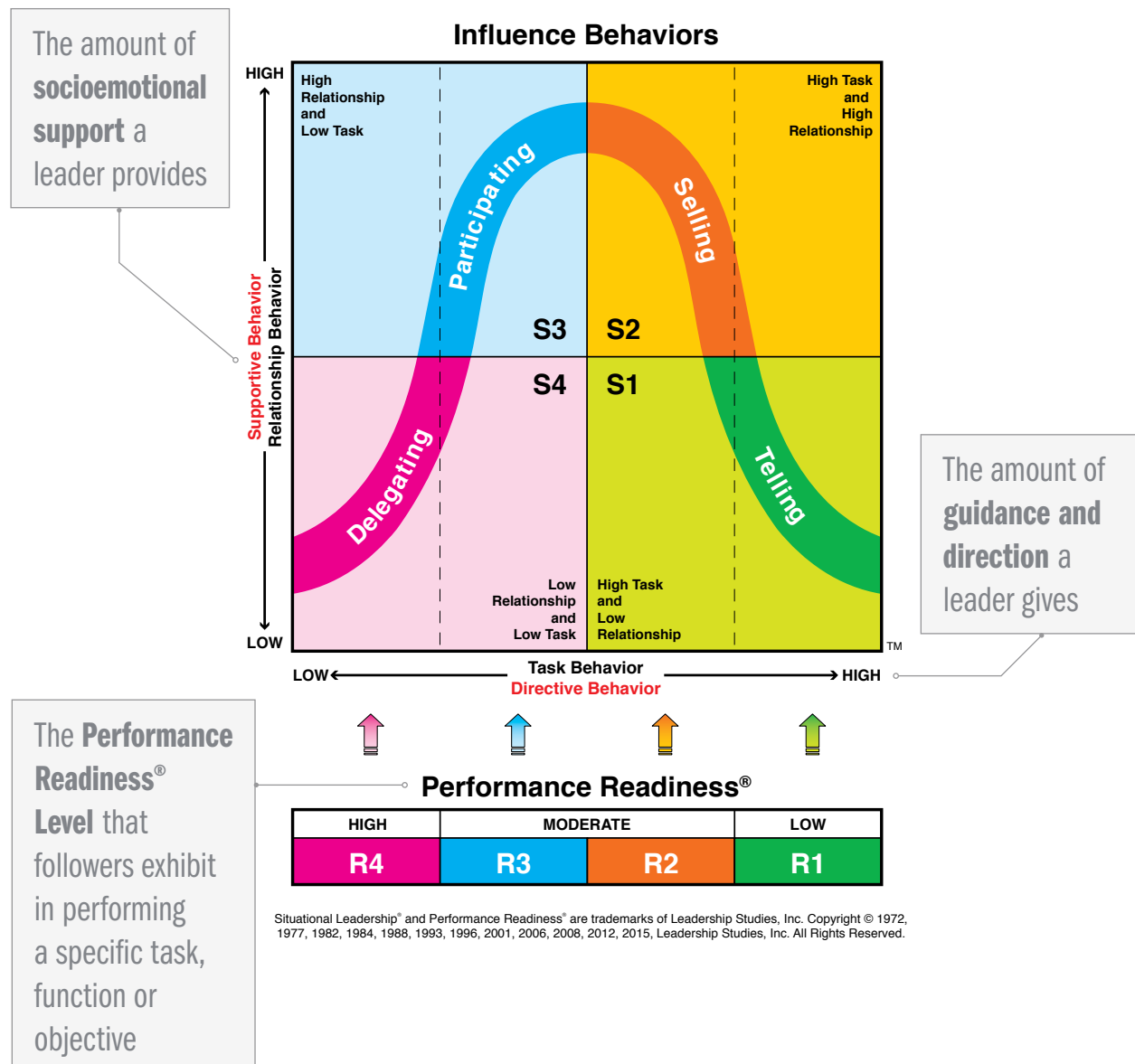
It was Dr. Paul Hersey's goal to present a practical model that could be leveraged by a diverse spectrum of leaders for the express purpose of effective influence.

From the 1960s to present, Situational Leadership® has remained a timeless, repeatable framework for leaders to match their behaviors with the performance needs of the individual or group that they are attempting to influence.

The Situational Leadership® Model is arguably the most recognized, utilized and effective leadership and influence tool in the history of the behavioral sciences.

THE SITUATIONAL LEADERSHIP[®] MODEL

Dr. Hersey's original Situational Leadership[®] Model is based on the relationship between leaders and followers and serves as a framework to analyze each situation based on:



SITUATIONAL LEADERSHIP[®] COMPETENCIES

Situational leaders learn to demonstrate four core, common and critical leadership competencies:



Diagnose

Diagnose an individual's Performance Readiness[®] to complete a specific task.



Adapt

Adapt leader behavior based on the diagnosis.



Communicate

Communicate an influence approach in a manner that followers can both understand and accept.



Advance

Advance by managing the movement towards higher performance.

“The impact of Situational Leadership[®] and CLS on our performance is unmistakable.”

– Senior Program Manager,
Electronics Industry

THE BENEFITS OF SITUATIONAL LEADERSHIP®



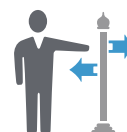
CREATES A COMMON
LANGUAGE OF
PERFORMANCE

ACCOUNTS FOR MULTI-
DIRECTIONAL INFLUENCE



ACCELERATES THE PACE
AND QUALITY OF EMPLOYEE
DEVELOPMENT

ALLOWS LEADERS TO
EFFECTIVELY DRIVE
BEHAVIOR CHANGE



TEACHES LEADERS TO
ACCURATELY INTERPRET AND
EFFECTIVELY RESPOND TO THEIR
ENVIRONMENT

GOVERNMENT OVERVIEW

Registered Company Name:	Leadership Studies, Inc.
Doing Business As:	The Center for Leadership Studies
D-U-N-S Number:	038587655
EIN Number:	95-3411733
CAGE Code	1ECK0
NAICS Code	611430 - Professional & Mgmt. Development Training
GSA Federal Supply Schedule	GS-00F-081GA
Period Covered:	December 2016 – December 2021
Year Incorporated:	1969
State of Incorporation:	North Carolina
SBA Status:	Small Business

SIN 874-4: Training Services: Instructor-Led Training, Web-Based Training and Education Courses, Course Development and Test Administration, Learning Management, Internships.

SIN 874-9: Off-the-Shelf Training Devices and Training Materials: Print, Electronic, Audio-Visual, Multimedia and Simulation Training Devices.

Socio-Economic Status:

The Center for Leadership Studies is a woman-owned small business (with small business size standard of \$11 million.)

INDUSTRY RECOGNITION:

The Center for Leadership Studies has received the following industry recognition:



Government Partnerships:

The Center for Leadership Studies has worked with numerous customers to enhance their team-building capabilities and leadership development skills. Some of those partnerships include:

**Department of Homeland
Security/Customs and Border
Protection and Transportation
Security Administration**

Defense Intelligence Agency

Veteran's Administration

**Department of Commerce/
Census Bureau and National
Institute of Standards**

**Department of Agriculture/Food
Safety and Inspection Service**

**Department of Health and
Human Services/Food and Drug
Administration**

**Department of Housing and
Urban Development**

**Environmental
Protection Agency**





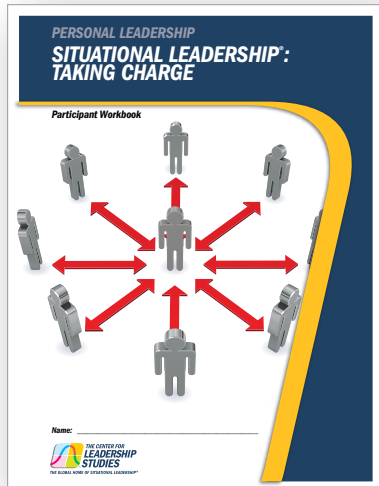


The Situational Leadership® Curriculum

*Create a common language of leadership
throughout the agency.*

With Situational Leadership® as our foundation, we have created a curriculum that specifically targets individual contributors, managers, teams and executives in order to ensure that our model can be applied across all levels of an agency. In doing so, we create a common language of leadership that directly ties to specific competencies pertinent to each employee and their role.

Situational Leadership®: Taking Charge



“Enhances employee engagement and alignment by empowering individual contributors with tools to communicate about their development and what they need from their leaders”

Benefits of Situational Leadership®: Taking Charge:

- Improves the quality and quantity of employee-initiated communication
- Educates employees on their role in the leadership process
- Boosts productivity through a culture of engagement defined by focused employees delivering results that matter
- Increases the transparency between front-line employees and first-line managers

Situational Leadership®: Taking Charge is an engaging course designed to help front-line employees and individual contributors develop a thorough understanding of the leadership process. When employees can recognize a clear connection between their performance and the success of the organization, they perform to the full extent of their capabilities, as opposed to simply working within the parameters of their job descriptions. Utilizing the performance language of Situational Leadership®, participants learn to diagnose their own task-specific Performance Readiness® and effectively communicate their specific performance needs to their supervisors.



Half-Day Course



Instructor-Led
Training



Online Learning

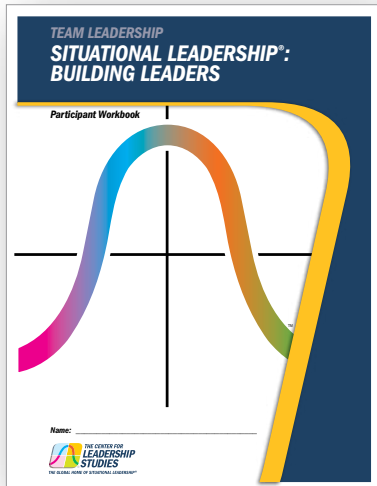


17 Translations



Individual
Contributors

Situational Leadership®: Building Leaders



“Equips leaders in organizations with the tools necessary to skillfully navigate the demands of an increasingly diverse workforce and evolving global economy”

Benefits of Situational Leadership®: Building Leaders:

- Prepares leaders to effectively assess and adapt to situations, opportunities and challenges of leading others
- Builds necessary skills for assessing readiness of team members to perform at an optimal level
- Provides an action-oriented leadership framework and performance development process
- Empowers leaders with strategies to enhance performance and teamwork

Situational Leadership®: Building Leaders provides leaders with an action-oriented framework that increases both the quantity and quality of performance conversations by matching an individual's Performance Readiness® Level for a specific task with the appropriate leadership style. This task-specificity is at the heart of Situational Leadership® and is paramount to ensuring that your organization is comprised of capable situational leaders who drive behavior change.



Full-Day Course



Instructor-Led
Training



Online Learning



Blended Learning

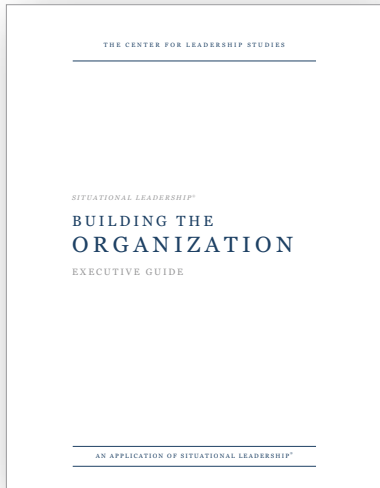


30 Translations



Managers

Situational Leadership®: Building the Organization



“Enables executive leaders to provoke organizational movement, ensure organizational alignment and develop organizational capacity by shaping the leadership strategy that will get you there”

Benefits of Situational Leadership®: Building the Organization:

- Executive team alignment and focus on organizational change priorities
- Assessment of Organizational Performance Readiness® using measurable indicators
- Leadership strategy aligned to organizational needs enhances effectiveness and successful implementation
- Organizational leadership strategy, action plan and communication strategy are aligned and relevant to the organization's change initiatives

Situational Leadership®: Building the Organization is designed to help executives lead organizational change by identifying specific challenges or problems, assessing Organizational Performance Readiness® and applying leadership strategies tailored for the organization's readiness for that change. The program integrates the concepts and four-step process of Situational Leadership® and applies them to leading an organization through change.



Full-Day Course

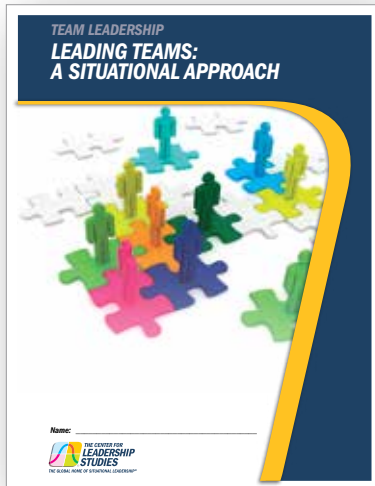


Instructor-Led
Training



Executives

Leading Teams: A Situational Approach



“Enhances the leader’s ability to maximize the performance potential of each team member, build trust, boost creativity and improve communication among team members”

Benefits of *Leading Teams: A Situational Approach*:

- Recognize characteristics associated with the predictable stages of team development
- Understand how to apply leadership strategies with high probabilities of success
- Distinguish between leading a team and providing leadership for individual team members
- Develop an action plan that can be immediately implemented to accelerate team development

Learning *Leading Teams: A Situational Approach* leverages an understanding of the Situational Leadership® Model in order to explore the specific skills that leaders need to transform diverse groups of individuals into cohesive units. Participants learn to maximize the performance potential of each team member while building trust, boosting creativity and improving communication so that teams can successfully master true collaboration and gain a competitive advantage.



Full-Day Course



Instructor-Led
Training



2 Translations



Managers
of Teams

The Influence Curriculum

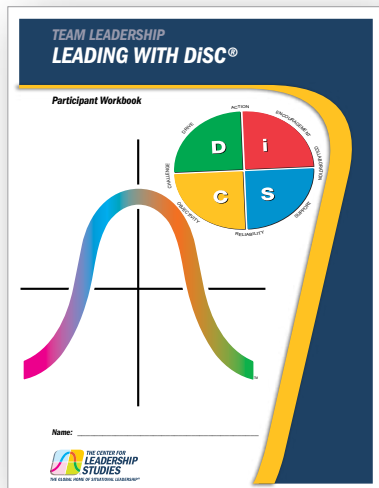
Enhance influence skills to meet the needs of employees and create behavior change.

Experience has shown us that the best leaders are those that can successfully influence up, down and across the agency, impacting business results. To that end, The Center for Leadership Studies has developed an Influence Curriculum that uses Situational Leadership® as the foundation upon which influence-related competencies are developed. The result is leaders that take a task-specific approach to effective communication and performance change through keen self-awareness and an understanding of the power dynamics associated with effective behavior change.





Leading With DiSC®



“Builds more cohesive and productive teams by maximizing the strengths of individual members”

Benefits of Leading With DiSC®:

- Foster communication and the use of a common, objective language to influence behavior
- Build more cohesive and productive teams by maximizing the strengths of individual members
- Gain insight into personal management style tendencies by exploring the results of the Everything DiSC® Management Profile assessment by John Wiley & Sons
- Enhance leadership skills with targeted, immediately applicable coaching strategies that blend the synergistic principles of the Situational Leadership® Model and DiSC® management styles

Learning With DiSC® integrates the application of the Everything DiSC® Management Behavior Model with the Situational Leadership® approach, providing a learning experience that enables participants to enhance the impact of their communications and their ability to influence others. The combination of these two models enables participants to leverage their awareness of an individual’s DiSC® style to further refine their assessment of Performance Readiness® and match leadership style behaviors. Successful managers realize that not all employees are the same; therefore, they must respond to the unique behavioral cues, communication preferences and priorities that drive an individual’s performance level.



Full-Day Course

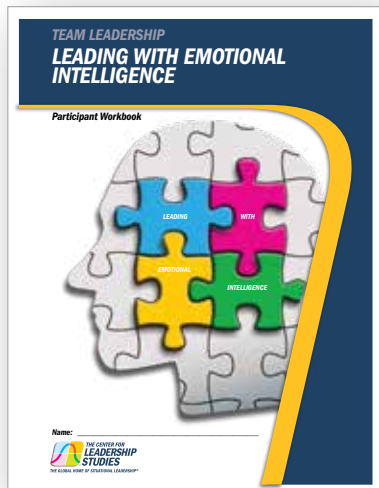


Instructor-Led
Training



Managers

Leading With Emotional Intelligence



“Enhances employee motivation and engagement, strengthens cooperation and increases performance by harnessing the power of Emotional Intelligence”

Benefits of *Leading With Emotional Intelligence*:

- Interpret and understand specific areas of strength and opportunities for development
- Cultivate self-awareness as well as an awareness of how specific emotions affect others
- Develop a targeted action plan to enhance Emotional Intelligence and measure the impact of specific behavior change
- Harness the social and emotional potential of your team to improve communication and interpersonal skills

L *Leading With Emotional Intelligence* provides an introduction to the concepts of Emotional Intelligence (EI) and Emotional Quotient (EQ). By utilizing the EQ-i 2.0 self-assessment, participants gain an in-depth understanding of the influence that emotions have on actions and behaviors. By harnessing the power of Emotional Intelligence, leaders can apply these attributes to motivate and engage their teams, strengthen cooperation and increase performance. Unlike Intelligence Quotient (IQ) which remains static, levels of EI, or EQ, are elastic and can be developed and enhanced.



Full-Day Course



Instructor-Led
Training



Managers

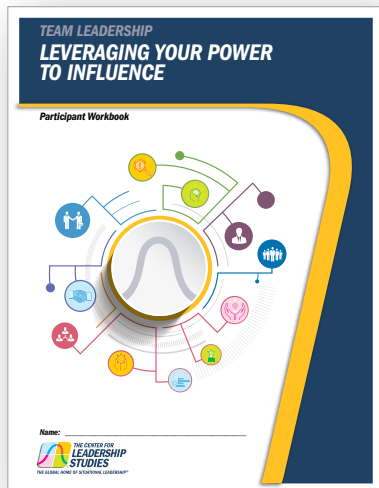


JOIN OUR NEWSLETTER

A monthly digital newsletter covering practical insights on leadership development, upcoming events, product announcements and more!

Subscribe to "It's Situational!" by emailing leadership@situational.com

Leveraging Your Power to Influence



“Enhances a leadership effectiveness and overall team performance by enabling leaders to cultivate their personal and position power bases”

Benefits of *Leveraging Your Power to Influence*:

- Validates the relevance of seven power bases in modern organizations within the context of the history of power
- Provides immediate actionable strategies for increasing the three primary bases of power that are most critical for leaders to effectively influence others
- Utilizes the Power Perception Profile assessment as a tool for self-improvement through an analysis of self and multirater feedback
- Challenges participants to develop action-oriented strategies they can implement to enhance their influence potential and drive behavior change

Leveraging Your Power to Influence is a practice-rich workshop that empowers your leaders to challenge any preconceived notions that “power” connotes something negative and discover its practical application and significance in the influence process. Participants explore the research that validates the relevance of power in the workplace and the connection between effective leadership and the Key Three power bases: Legitimate, Referent and Expert power. A comprehensive video-based case study provides the context for interactive skill building and peer coaching activities designed to help participants build and leverage their own power bases and become more effective leaders.



Full-Day Course

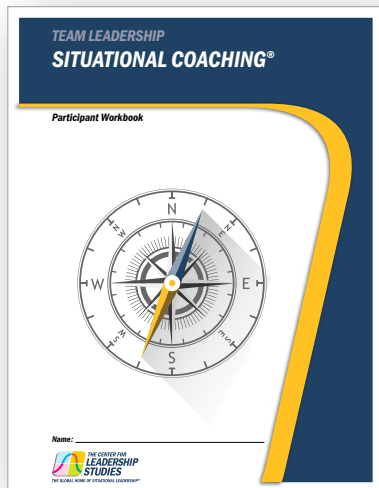


Instructor-Led
Training



Managers

Situational Coaching®



“In today’s fast-paced global market, your managers must not only successfully lead but actively coach employees in order to achieve desired results”

Benefits of Situational Coaching®:

- Gain an increased ability to help others maximize their job performance
- Reduce stress and increase efficiency by effectively aligning coaching behaviors to coachees’ needs
- Apply a coaching discussion framework to conduct more effective coaching conversations
- Identify coaching opportunities and assess task-specific Performance Readiness® while monitoring progress

Situational Coaching® immerses participants in Situational Leadership® and its application to drive continuous coaching conversations. Leaders are exposed to various coaching tools, as well as a framework proven to unlock and maximize the capabilities of their teams, building their individual and collective capacity for higher levels of current and future performance. Effective coaching promotes creativity, performance excellence and individual resilience – qualities that enhance an organization’s ability to excel within an environment of continuous change and gain a competitive edge.



Full-Day Course



Instructor-Led
Training



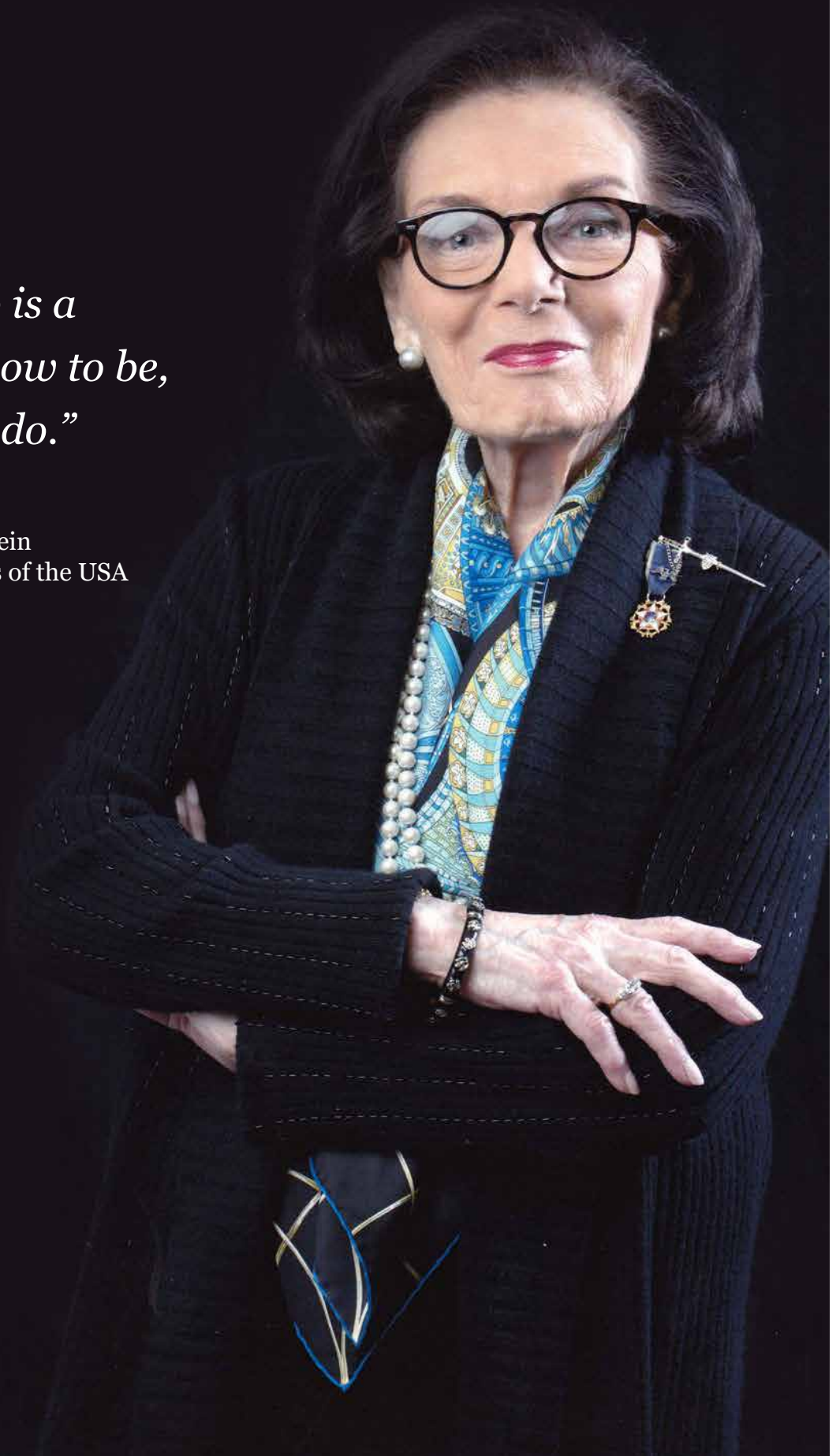
4 Translations



Managers

*“Leadership is a
matter of how to be,
not how to do.”*

– Frances Hesselbein
CEO, Girl Scouts of the USA
1976-1990





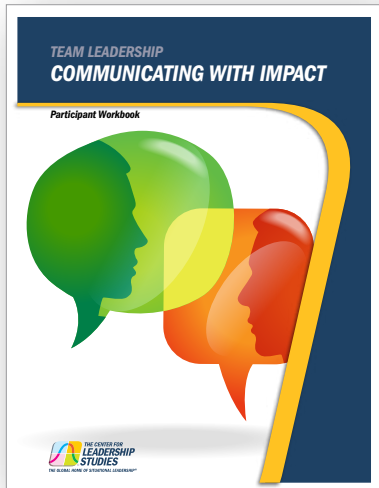


The Performance Curriculum

Build fundamental competencies to address inherent leadership challenges.

As the global market place continues to evolve, leaders at every level are faced with the pervasive leadership challenges that are associated with change. The most successful leaders are those who can communicate effectively and influence others to lead through change, manage conflict and employ innovative strategic thinking to achieve organizational goals. Anchored in the competencies and skills that define highly effective communication, the Performance Curriculum is designed to augment the leader's ability to address some of the most common leadership challenges and positively influence the success and engagement of those they lead.

Communicating With Impact



“Energizes communication by developing immediately applicable strategies and critical communication skills; leaders and individual contributors alike will enhance their ability to influence through clear, well-organized and intentional communication”

Benefits of *Communicating With Impact*:

- Enhance engagement by asking high-impact questions that will support mutually productive and valuable interactions
- Build credibility by considering the impact of your message and the perspective of the receiver
- Break down barriers and reduce misunderstandings through the development and delivery of clear, well-organized messaging
- Demonstrate active listening skills to improve two-way communication

Communicating With Impact focuses on the importance of developing and delivering a clear, well-crafted message with a value-driven objective that reflects the perspective and needs of the receiver. Participants explore a methodology for successful verbal communication that includes addressing the physical and behavioral barriers to effective communication, as well as how to encourage engagement by demonstrating effective listening skills. Participants will have the opportunity to collaborate with their peers to develop impactful communication strategies to immediately implement to enhance their communication skills and their ability to influence others.



Half-Day Course



Instructor-Led
Training



Managers

Leading Change



“Empowers leaders to navigate change and successfully implement new initiatives to develop resilience and agility in team members”

Benefits of Leading Change:

- Develop a custom blueprint to assist efforts in successfully implementing change
- Identify strategies for unfreezing, changing and refreezing behavior
- Leverage knowledge of time-tested leadership and influence strategies to accelerate the pace of change
- Recognize resistance to change and respond appropriately

L *Leading Change* provides participants with the tools to successfully manage any situation and strategically navigate the dynamics of change. This program introduces a model and key success factors for improving the chances to successfully manage a change implementation. Participants explore how to assess the levels of resistance and readiness for change in people and how to address those situations appropriately. Participants also learn how to apply specific supporting skills to successfully implement change initiatives. These supporting skills include avoiding common change implementation pitfalls, developing resilience in others, leveraging the inclusion of key stakeholders and improving organizational communication.



Full-Day Course



Instructor-Led
Training



Managers

Managing Conflict Effectively



“Develops self-awareness and skills that enable leaders to turn potentially destructive conflict into constructive conflict while enhancing their ability to diagnose and respond effectively to conflict situations”

Benefits of *Managing Conflict Effectively*:

- Leverage an awareness of personal conflict behavior tendencies to effectively manage conflict situations
- Achieve higher performance levels and better decision making by embracing constructive conflict
- Recognize and manage personal triggers to destructive conflict
- Develop actionable strategies that can be applied to address existing and potential conflict situations

Managing Conflict Effectively helps participants foster an understanding of the various sources of interpersonal conflict and develop the necessary skills to transform destructive disagreements into positive encounters that open the lines of communication, spurring high-quality ideas, greater collaboration and strengthened relationships. Participants develop an awareness of their own behavioral tendencies and preferences toward conflict management by completing and evaluating a validated personal conflict style self-assessment.



Half-Day Course

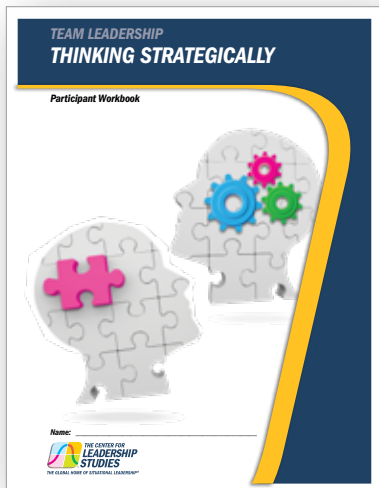


Instructor-Led
Training



Managers

Thinking Strategically



“Participants enhance their professional effectiveness through understanding and developing strategic thinking skills and tools, evaluate decisions and increase effectiveness in prioritizing their efforts”

Benefits of *Thinking Strategically*:

- Establish clear and measurable objectives to drive the organizational vision
- Improve teamwork by sharing ideas and enabling creative dialogue among team members
- Develop an action plan that addresses current business challenges and apply the appropriate leader behaviors to communicate strategic decisions
- Identify and overcome the barriers that impede strategic thinking

Thinking Strategically challenges leaders to broaden their perspectives, question conventional wisdom and create a culture of discovery within their organizations. Through case studies, role-playing and skill-building activities, participants learn to use the process of strategic thinking to shape a more collaborative atmosphere, approach problems with a creative mindset and look outward to ensure that company objectives align with customer needs — now and in the future.



Full-Day Course



Instructor-Led
Training



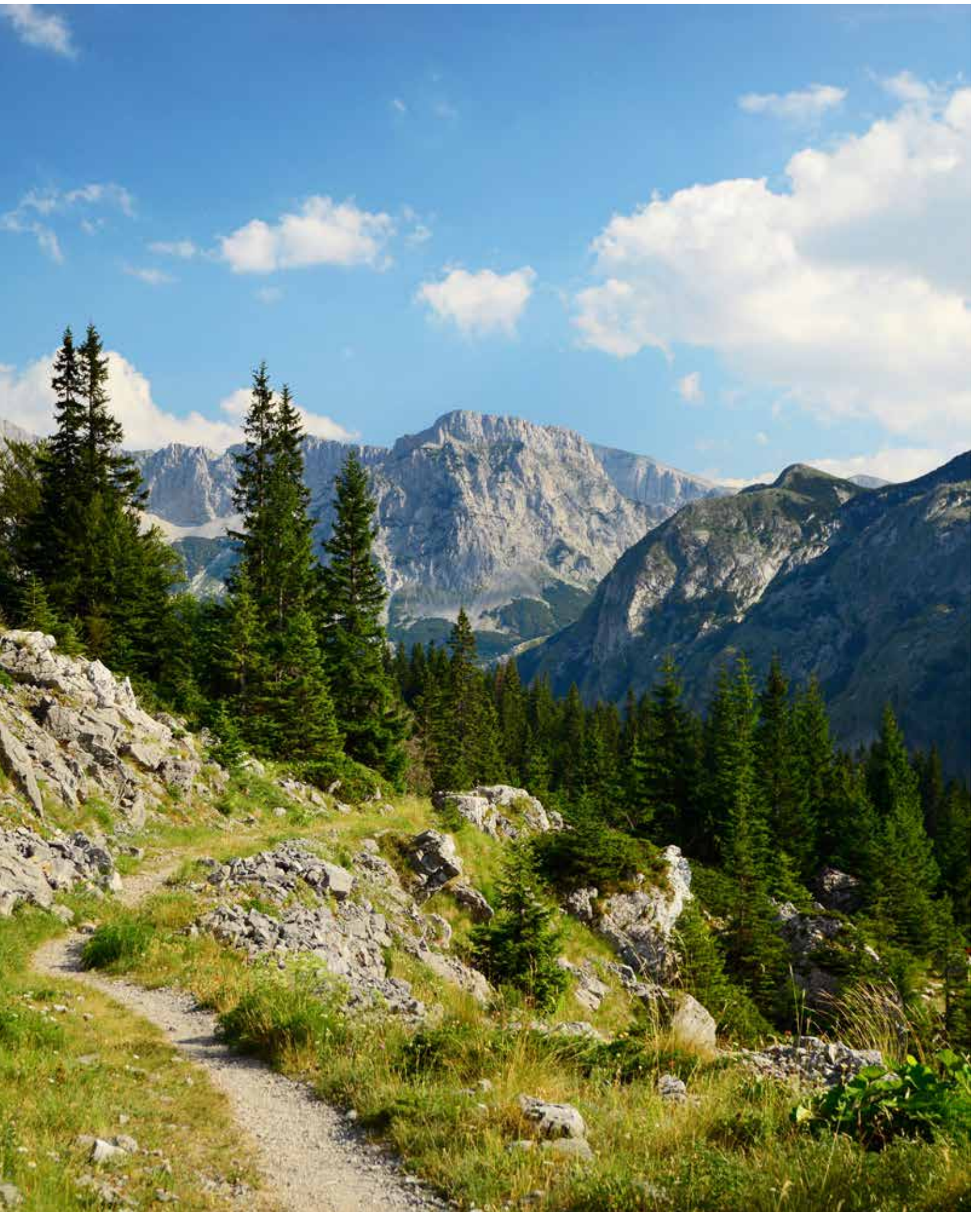
Managers

The Learning Journey

Learning is an ongoing process, not an event.

Because we firmly believe that leadership is influence, we also believe that leaders exist at every organizational level. Our solutions help ensure that those leaders are as successful and effective as they can possibly be, whether they are just starting out or they have “climbed farther up the mountain.” With a variety of courses available, we work with you to map out a comprehensive learning journey that builds the leadership competencies and skills the leaders in your organization need to be successful. Along their learning journey, your leaders will gain valuable assessment-driven insights and feedback about their strengths and areas for growth and engage in relevant and compelling blended learning training experiences. To ensure an ongoing learning process, the learning journey also includes a complete Sustainment Suite to support the application of new skills and knowledge. With your organization’s needs and leadership development goals as our compass, we help you develop your leaders from “base camp” all the way to the “summit.”









Your Learning Journey Starts Here

At The Center for Leadership Studies, we recognize and embrace the reality that every agency's unique business goals and culture drive the talent development initiatives – in essence, our belief is that a one-size-fits-all approach to leadership training simply won't generate optimal outcomes. As such, your employees' leadership journey should also be uniquely aligned to your agency's business needs and leadership competencies. We proudly partner with our clients to craft leadership learning paths that are structured to meet the developmental needs and goals for leaders across all functions, at every level of the agency.





Executives

-  Situational Leadership®: **Building the Organization**
-  Situational Leadership®: **Building Leaders**
-  Leveraging Your **Power to Influence**
-  Leading With **Emotional Intelligence**









Individual Contributors

-  Situational Leadership®: **Taking Charge**
-  Leading With **DiSC®**









Middle Managers

-  Situational Leadership®: **Building Leaders**
-  Situational **Coaching®**
-  **Thinking Strategically**
-  **Leading Teams:**
A Situational Approach
-  Leading With **Emotional Intelligence**
-  **Leading Change**



Supervisors

-  Situational Leadership®: **Building Leaders**
-  Leveraging Your **Power to Influence**
-  Situational **Coaching®**
-  Leading With **DiSC®**
-  Leading With **Emotional Intelligence**
-  **Managing Conflict Effectively**



INTRODUCING THE LEARNING JOURNAL

The Learning Journal contains course-specific exercises designed to enhance the leader's knowledge base. This guided, reflective sustainment tool provides leaders with the opportunity for additional practice and consideration. Influence takes a concerted effort by leaders; ask about the Learning Journal today!

Build Your Learning Path

A learning path provides an implementation framework that guides the learner through a progressive curriculum designed to support the training and sustainment needs for a specific leader audience. The structure and components of each leadership learning path can be assembled to seamlessly integrate into an existing curriculum, as well as support an organizational initiative.

For more information on how to build your learning path, contact us at 919.335.8763 or email us at info@situational.com.

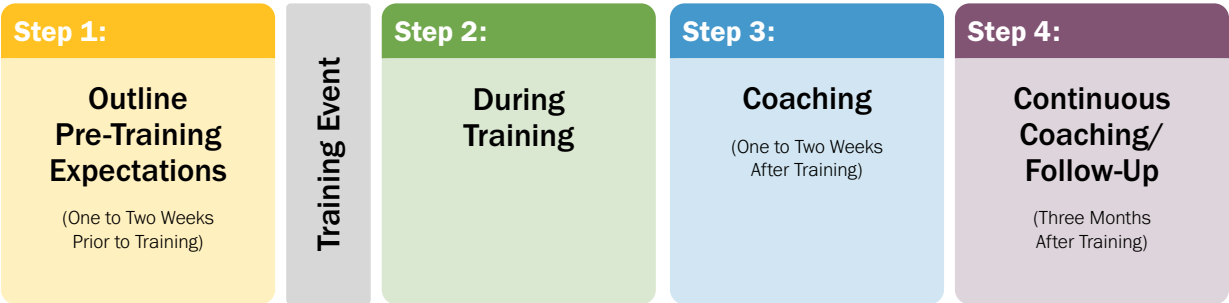




Sustainment

At The Center for Leadership Studies, we're serious about driving Level III behavior change.

The reason an organization invests in training is grounded in goal achievement and enhanced productivity. The learner's success is driven by a number of other stakeholders in the organization that have a vested interest in improving results. Chief among those stakeholders is the learner's next-level manager (NLM).



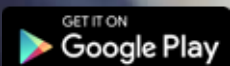
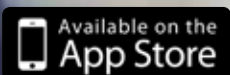
LEARNING IS AN ONGOING PROCESS, NOT AN EVENT.

In order to assist sustainment efforts, we created a simple four-step process that ensures NLMs support learners at critical moments in the learning cycle. We call this The Four Moments of Truth™ (4MOT™). The fact of the matter is that without a clear process, mutual task alignment and accountability, manager commitment to the pull-through of training remains random, haphazard and difficult to measure. Recognizing the importance of sustainment in maximizing your return on learning investment, this process is the cornerstone throughout our curriculum.

Contact us to learn more about our approach to sustainment and how we build leaders and drive behavior change!

NEED TO INFLUENCE ON THE GO?

iSitLead® supports your leaders by serving as a centralized location for Situational Leadership® resources, reference materials and thought leadership. Need tips for assessing Performance Readiness® and applying the appropriate leadership style? Use the Performance Readiness® Assessment applet to influence on the go!



info@situational.com | 919.335.8763 | www.situational.com

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