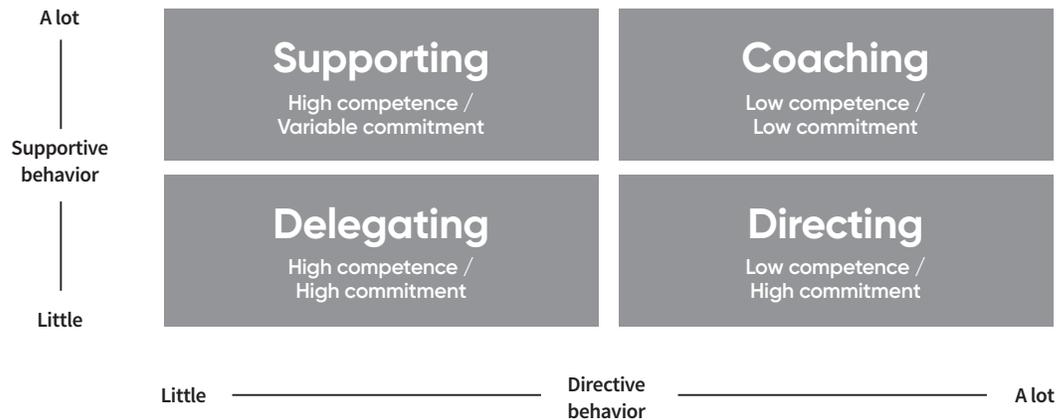


Coachable moments: Situational leadership



Directing: When a new Team Member joins the team, he/she is very excited. At this stage the manager defines the new role for the Team Member and provides lots of direction. They do not need tons of support because they are committed to the work. But they need a lot of direction. By directing the Manager can show them what to do and how to do it.

Coaching: As the Team Member engages in the job, he/she begins to gain new skills. And hence his/her competence increases. But they are also having a reality check and their level of commitment diminishes. That's Developmental Stage 2: Some competence and Low Commitment. To counteract, the Manager should engage in Coaching. When coaching, the manager is providing a lot of direction, which helps the Team Member continue to understand how/what to do. Support is also high, which helps the Manager provide encouragement as the commitment lowers.

Supporting: The Team Member is now able to do his/her job and hence his/her competence is high. However, they are still figuring out some things and hence their level of commitment varies. Sometimes they succeed and feel very committed. And sometimes they make mistakes, or missed something and feel less committed. At this point, the Team Member doesn't need as much direction as he/she needs support. When the Team Member needs lots of support and not too much direction, use Support as a Managing Style. Since you are no longer constantly providing direction, rather stepping away and testing their skills, the Team Member needs encouragement to gain confidence in their ability to do the work. You continue to check-in and follow-through, but you are no longer involved all the time.

Delegation: Once the Team Member is confident in his/her ability to do the work, and know they can do it, they reach Development Stage 4: High Competence and High Commitment. At this point the direction is low, and supportive behavior is minimal. You no longer have to tell the Team Member how to do the work, nor have to be constantly checking to make sure that the Team Member is encouraged. At this point you begin to Delegate. The Team Member and Manager agree on a project and the Team Member implements. The Manager checks-in, but do not provide step by step guidance b/c the Team Member knows what to do, and is confident in doing.

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