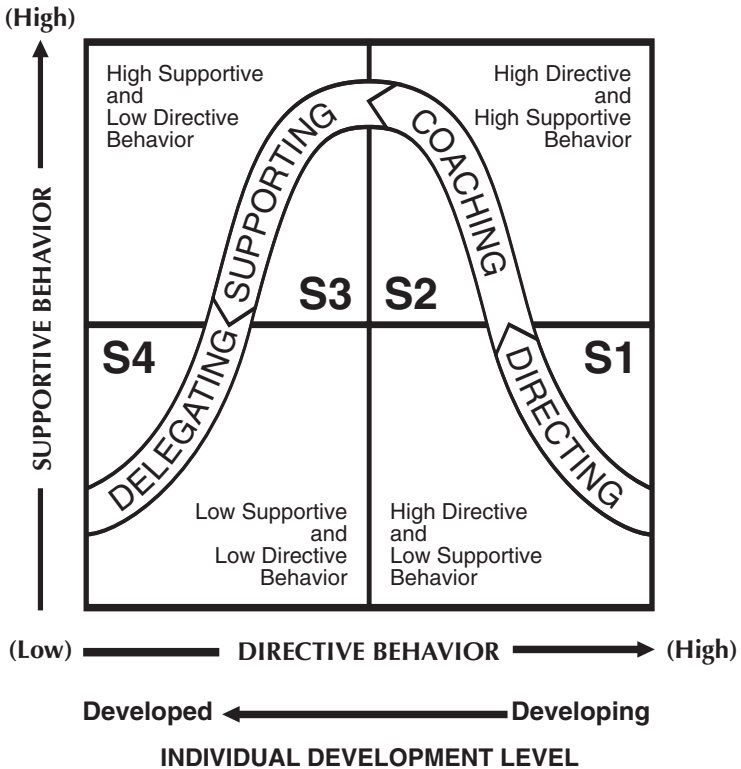


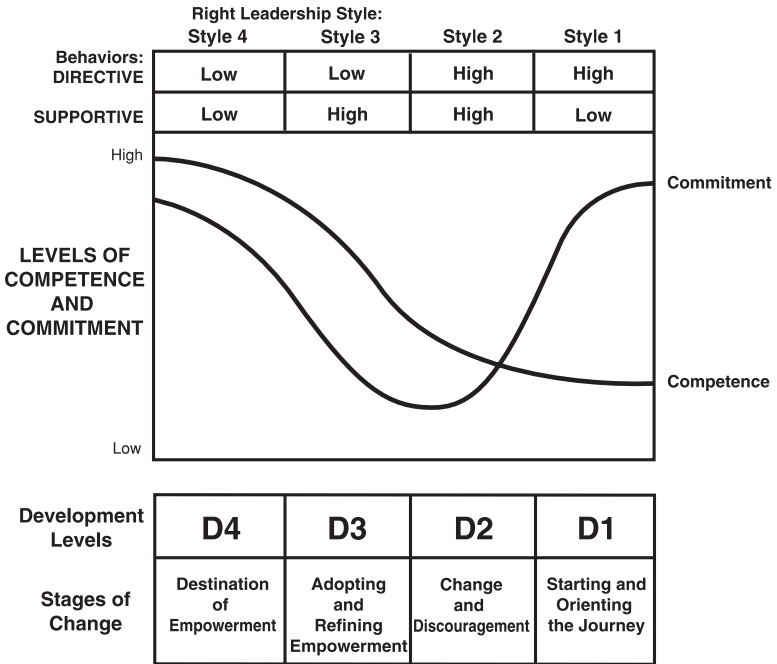
The Situational Leadership® II Model



D4	D3	D2	D1
High Competence and High Commitment	Moderate to High Competence and Variable Commitment	Low to Some Competence and Low Commitment	Low Competence and High Commitment

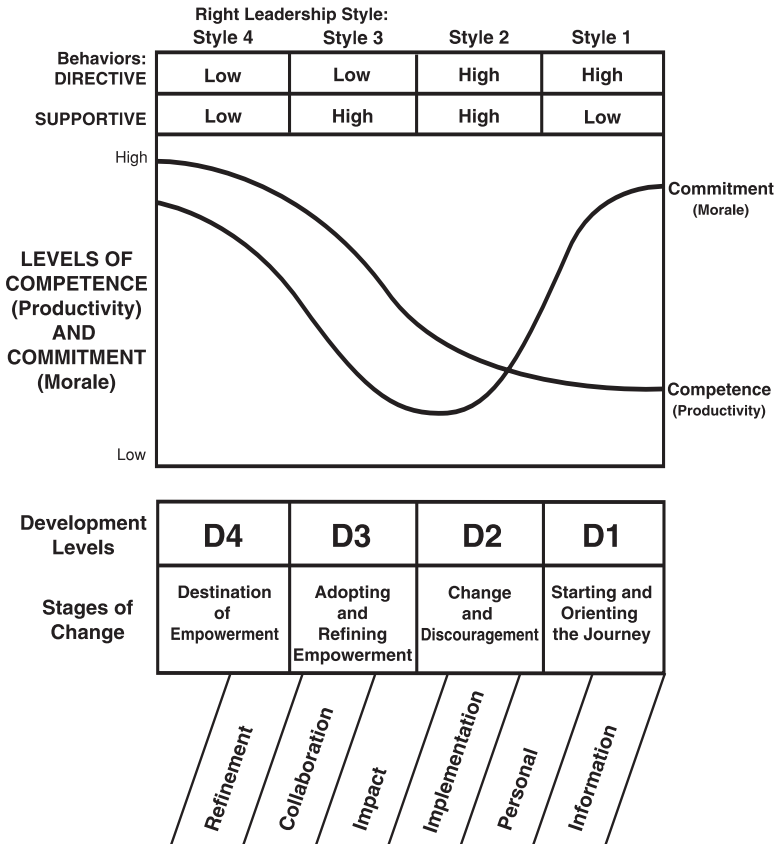
Adapted from *Leadership and the One Minute Manager* by Ken Blanchard, Patricia Zigarmi, and Drea Zigarmi (New York: William Morrow and Company, Inc., 1995) 56, 68.

The Development Cycle with Leadership Styles and Stages of Change



of the three stages must be addressed basically in the order shown in the diagram. The concerns that people have and the way they develop tend to occur in this order, and using the leadership styles out of order can create problems. Consider what a leader must do to help move someone from an enthusiastic beginner on empowerment to a self-reliant, empowered achiever. Leadership Style 1 is the most helpful for an enthusiastic beginner, and Leadership Style 4 fits an individual who has the necessary skills and confidence to perform well without supervision. What two leadership styles does the

The Development Cycle with Leadership Styles, Team Stages, and Concerns



THE THREE SECRETS OF GUNG HO!

SPIRIT OF THE SQUIRREL	WAY OF THE BEAVER	GIFT OF THE GOOSE
Knowing we make the world a better place	A playing field with clearly marked territory	Congratulations must be TRUE: Timely, Responsive, Unconditional, Enthusiastic
Everyone working toward a shared goal	Thoughts, feelings, needs and dreams respected, listened to and acted upon	Cheer people's progress as well as the end results
Values guide all plans, decisions, and actions	Feeling able to perform but also challenged	$E = mc^2$; Enthusiasm equals mission times cash and congratulations

Adapted from *Gung Ho!* by Ken Blanchard and Sheldon Bowles, (New York: William Morrow and Company, Inc., 1998), 170–176.

What Should Happen in an Empowered Organization When People Make Mistakes with This New Information but Are Trying Their Best?

1. You must let people know that taking action and making a mistake will be viewed positively in your empowered organization. You must convey to people that mistakes will be viewed as opportunities for learning based on trying new ideas and not as opportunities for pun-

A COMPELLING CORE IDEOLOGY

Is Proactive Is Future Oriented Inspires
Is about Being “Great” Is Challenging
Appeals to Lofty Values Touches the Heart and Spirit

Developed by a Two-Way Process

Top-Down, Values-Driven

Senior Leadership:

1. Clarifies purpose, values,
image



2. Shares throughout organi-
zation



3. Asks groups for
feedback, changes



Bottom-Up, Values-Driven

1. Group, individual visions
developed



2. Visions aligned in all
directions



3. Visions anchored to
current reality



4. Refines into final
statement



4. Strategies developed to
bridge reality

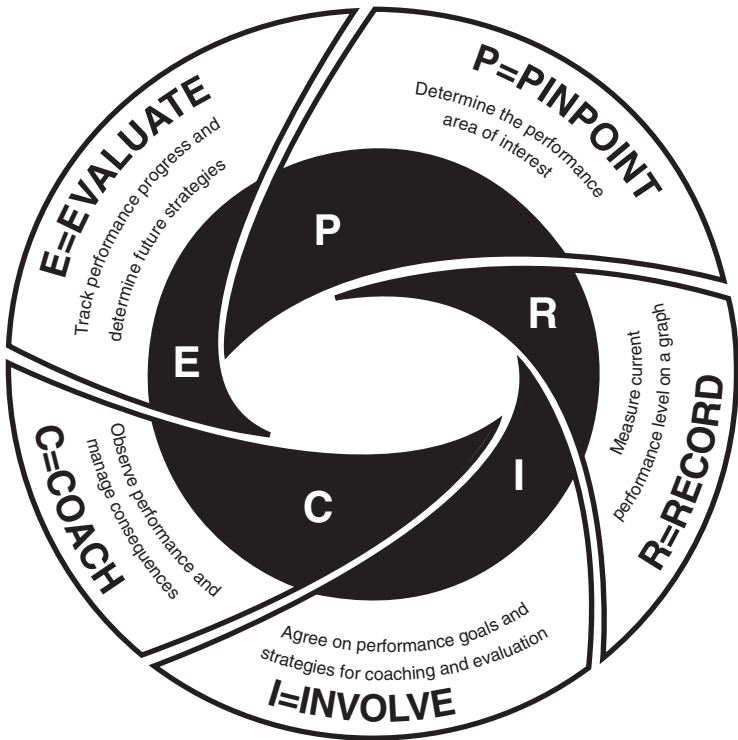


5. Shares and explains
how supported

Adapted from Jesse Stoner and Drea Zigarmi, *From Vision to Reality*, (Escondido, Calif.: Blanchard Training and Development, 1993), 9, and Jesse Stoner and Drea Zigarmi, *Creating Your Organization's Future: Building a Shared Vision* (Escondido, Calif.: Blanchard Training and Development, 1993), 15.

- *Widen the Boundaries to Create More Autonomy and Responsibility* •

THE PRICE PROCESS

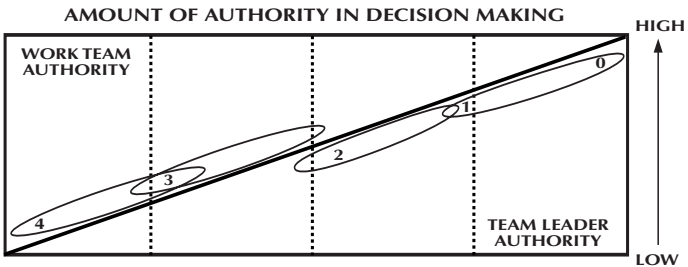


Kenneth Blanchard and Robert Lorber, *Putting the One Manager to Work* (New York: William Morrow and Company, 1984), 84.

assess progress, and measure success will build their skill and confidence to act responsibly as empowered teams.

In a small manufacturing company, initial efforts to involve teams in setting performance improvement goals resulted in very few suggestions. But the team leaders maintained the effort and acknowledged each and every suggestion for improvement. Gradually, with training and clear expectations that people would become involved, the number of suggestions began to increase. In just two years, the

The Self-Direction Assessment Model for Teams



STAGES OF AUTHORITY IN DECISION MAKING

4	3.5	3	2.5	2	1.5	1	0.5	0
LEVEL FOUR		LEVEL THREE		LEVEL TWO		LEVEL ONE		
Complete Authority		Limited Authority		Very Limited Authority		No Authority		
The team makes decisions and takes action within clear boundaries without consulting leaders and management beforehand.		Authority is limited to the extent that the team must involve leaders and management in any decisions made and discuss actions to be taken (before they are taken).		The team is consulted before leaders and management make decisions or take any action.		The team can't make decisions or take action on the task.		
3.5 When the team has begun making decisions on its own. The scope of the decision may at first be different (e.g. shorter timeframes, smaller budget.)		2.5 If people have started to make decisions about a task or responsibility, with management involved in discussions.		1.5 If the people are sometimes asked for their opinions, ideas, and feelings before decisions are made by management.		0.5 If the people are at least partly informed about the task.		0 If the people are uninformed about the task (i.e., they have no information about it).
4 When the team is reporting actions taken and decisions made within normal managerial budget, timeframes, etc. for such responsibilities.		3 If decisions are capable of being made with little input of management time or information.		2 If the people are always consulted fully about any decisions or actions being taken, and the decision is made by management.		1 If they are well informed about all decisions and actions being taken about the task.		

LEVEL ONE (on the right) represents teams in a hierarchy.

LEVEL TWO represents the beginning of empowerment.

LEVEL THREE represents team decision making during the second stage of changing to empowerment.

LEVEL FOUR represents a fully empowered, self-directed team.

Developed by Trevor Keighley ©PTD Development Trust, 1996

From Trevor Keighley, *Empowering for Performance* (Sydney, Australia: PTD Development Trust, 1996), 18.

under the downward sloping diagonal line provides a relative understanding of the amount of decision making authority the team leader exercises—it decreases as you move from Level One to Level Four. (Please note that the chart flows from right to left.) The area above the line

THE EMPOWERMENT ACTION PLAN

STAGE OF CHANGE #1: STARTING AND ORIENTING THE JOURNEY

THE 3 KEYS:

Share Information with Everyone	Create Autonomy through Boundaries	Let Teams Become the Hierarchy
1. Help people understand need for change	1. Recognize the hierarchy mind-set—boundaries limit action and responsibility	1. Understand that teams can do more than individuals
2. Avoid misinformation	2. Define boundaries to clarify what people <i>can and must do</i>	2. Begin to use team diversity
3. Explain how company makes money	3. Define desired responsibilities	3. Do not expect too much success early
4. Teach company financials	4. Clarify decisions employees will make and will not make	4. Teach team skills to managers and employees
5. Share some sensitive information	5. Explain company's business goals	5. Teach consensus decision making
6. Ask what information you would want as employee	6. Explain company vision and values	6. Teach team communication skills
7. List information people have and need	7. Set clear performance goals for people	7. Teach how to conduct team meetings
8. Locate where information is now	8. Clarify priorities	8. Help teams see small successes
9. Start small	9. Teach employees business basics	9. Teach team members to hold each other accountable
10. Stretch but don't break your comfort zone	10. Teach managers to be coaches	10. Start early with teams using information
11. Share good and bad information	11. Teach decision-making skills	11. Hold team information-sharing meetings
12. Use a variety of means to share information	12. Clarify small decisions people can make	12. Give teams small decisions to make
13. Share location- or site-specific information	13. Teach problem solving skills	13. Begin to hold teams accountable
14. Share same information managers use		14. Share issues and involve teams in solutions
15. Use information to make people accountable		
16. View mistakes positively		

THE EMPOWERMENT ACTION PLAN

STAGE OF CHANGE #2: CHANGE AND DISCOURAGEMENT

THE 3 KEYS:

Share Information with Everyone	Create Autonomy through Boundaries	Let Teams Become the Hierarchy
1. Use information to align expectations with reality	1. Use collaborative goal setting	1. Have team leaders provide support and direction
2. Share information to build pride in people's work	2. Discuss role of managers in relation to goal accomplishment	2. Encourage team leaders to expect more from teams
3. Encourage information sharing from employees up to management	3. Use team member ideas to set goals	3. Encourage teams to use their new skills
4. Train managers to listen better	4. Use a mix of team and individual goals	4. Be sure teams tackle challenging but solvable problems
5. Expect tough questions from employees	5. Get teams involved in determining problems for focus	5. Encourage team members to take leadership roles
6. Do not shy away from sensitive information	6. Focus on continuous improvement	6. Draw out team member ideas for improvement
7. Show people how their work has impact	7. Set skill goals as well as performance goals	7. Allow teams to tackle more complex decisions
8. Encourage team members to share information with each other	8. Begin to revamp the performance management system	8. Anticipate and work through stalls in team involvement
9. Praise improvements in performance	9. Build a performance partnership among team members	9. Continue to hold teams accountable for results
10. Praise teams that identify problems	10. Listen to concerns of people re performance management system	10. Allow team goals to drive performance
11. View mistakes as learning opportunities	11. Begin to devise pay system to treat employees like owners	11. Reduce department meetings; increase team meetings
12. Share information re change process and progress	12. Create a team-based performance management system	12. Anticipate team fear of failure; help teams stay focused

THE EMPOWERMENT ACTION PLAN

STAGE OF CHANGE #2: CHANGE AND DISCOURAGEMENT, CONTINUED

THE 3 KEYS:

Share Information with Everyone	Create Autonomy through Boundaries	Let Teams Become the Hierarchy
14. Use technology to efficiently share information	13. Broaden scope of decisions made by teams	13. Expect a lot from teams but not full synergy of effort yet
15. Hold meetings with IT so it learns what information is needed where	14. Move to creation of profit centers	14. Help teams see what they are accomplishing
16. Show impact of small changes	15. Facilitate teams solving problems	
17. Help teams see results of using new skills	16. Draw out ideas to change old policies and procedures	
18. Create better links of rewards to performance		

STAGE OF CHANGE #3: ADOPTING AND REFINING EMPOWERMENT

THE 3 KEYS:

Share Information with Everyone	Create Autonomy through Boundaries	Let Teams Become the Hierarchy
1. Let teams determine what information is needed	1. Let teams take on expanded scope of decisions	1. Let teams use information and skills to play vital business role
2. Trust teams with information they request	2. Replace old hierarchical boundaries with vision and values in people	2. Have teams begin to focus on strategic goals as their own accountability
3. Ask teams to inform senior management how they use information	3. Include team members in setting new boundaries	3. Encourage teams to integrate new team members
4. Let teams work directly with IT to improve systems	4. Let team goals replace individual goals	4. Encourage teams to continue to work hard to stay a fine tuned unit
	5. Let teams monitor impact of their actions	

THE EMPOWERMENT ACTION PLAN

STAGE OF CHANGE #3:

ADOPTING AND REFINING EMPOWERMENT, CONTINUED

THE 3 KEYS:

Share Information with Everyone	Create Autonomy through Boundaries	Let Teams Become the Hierarchy
5. Stress that complete information sharing is vital to continuous building of responsibility and trust	6. Let teams be free to set goals that relate to company strategic goals	5. Encourage teams to reach out to other teams re company-wide empowerment
6. Let teams use information to hold themselves accountable	7. Have teams use information to identify areas for improvement	6. Cross-train all team members for greater flexibility
7. Use information to indoctrinate new team members	8. Encourage team members and team leaders act as true partners	7. Be sure that teams value and seek diversity of members
8. Continue to teach and reinforce values and expectations	9. Use an ongoing performance management system built on team member and team leader partnership	8. Have teams work with senior management on new strategic initiatives
9. Use information sharing to keep everyone knowledgeable of new changes	10. Let teams make many of the old HR decisions	9. Encourage teams to ask how to improve the company empowerment culture
10. Praise people who facilitate information sharing	11. Be sure teams and management stay on same measurement "page"	10. Let teams continue to raise performance standards
11. Continue to share information re mistakes so everyone can learn	12. Let teams help create new business opportunities	11. Have teams be fully included in benefits and risks of business partnership
	13. Encourage teams to continue to seek operational improvements	
	14. Reinforce team members as full partners in the business	
	15. Encourage teams to create goals that stretch management	