



DIRECTIONS

Use this Application Plan as a guide to develop your proficiency in applying the Situational Leadership® process with individual team members.

Team member to influence:

STEP 1: IDENTIFY THE SPECIFIC TASK

Identify one task on which to focus.

Consider using a task where there is room for continuing performance improvement or where you have identified signs of performance regression.

STEP 2: ASSESS CURRENT PERFORMANCE READINESS® (COMPETENCE & COMMITMENT)

Competence: Does the individual have the skill and knowledge for this specific task? Yes No

Remember, competence is about this task in front of you, not tenure or a general skill level — a ten-year employee facing something unfamiliar can still be low-competence here.

What behaviors have you observed that support your assessment of competence?

Commitment: Is the individual confident, committed, and motivated for the task?

To determine an overall assessment for commitment, consider each element individually. Even if only one question is answered by indicating “no,” that area may be the individual’s strongest-felt need and may be enough for you to assess the individual as insecure or unwilling.

Confident: Yes No Committed: Yes No Motivated: Yes No

Overall assessment: Insecure or Unwilling Confident or Willing

What behaviors have you observed that support your assessment of commitment?

Make an initial assessment of their current Performance Readiness® for the task.

R4
Exceeding

R3
Meeting

R2
Evolving

R1
**Developing/
Not Measureable**

5-Scale Rating equivalent shown for reference — confirm with evidence, not rating alone.

Select the leadership style that is a match for the individual's Performance Readiness®.

S4
Delegating

S3
Supporting

S2
Coaching

S1
**Supporting/
Directing**

STEP 3: MATCH AND COMMUNICATE LEADER RESPONSE

How will you open the discussion to set the tone?

How will you describe current performance for the task?

Describe the Directing or Coaching behaviors (task-focused / directive style) you will demonstrate to meet the individual's needs.

Describe the Supporting or Delegating behaviors (relationship-focused / supportive style) you will demonstrate to meet the individual's needs.

STEP 4: MANAGE THE MOVEMENT

Determine your next steps for this individual to advance development or reverse regression.

Describe how you will monitor and reinforce progress.