

## Department of Human Resources

### *Situational Leadership Model\**

#### **What is Situational Leadership?**

Situational leadership\* is a model for developing individuals so they can reach their highest level of performance on a specific goal or task. It is a process that supervisors can use to help individuals ultimately become self-motivated and self-directed. In this model, the supervisor learns skills to assess an individual's development level. This development is based on the individual's competence and commitment to achieve a specific goal or task.

Situational leadership is designed to build partnerships between managers and employees. In this process the frequency and quality of their conversations about performance and development increase.

#### **Background of Situational Leadership Model at Boston College**

Since June 2008, over 120 managers from several business units, including Dining, Facilities, and Advancement have attended the two-day training.

Pat Touzin and John Bogdan, HR staff members, have received national certification to train others in the Situational Leadership model.

#### **Benefits**

The Situational Leadership model

- establishes a common language among supervisors and employees about performance and development
- provides guidelines and standards for communication about performance and development
- offers a consistent methodology to assess individuals' needs for direction and support

Supervisors and managers trained in this model learn to

- establish clear goals for performance (S.M.A.R.T. goals)
- diagnose an employee's level of competence and commitment for a designated task
- agree on a performance plan with employee on assigned work
- give performance feedback in way that are appropriate to the employee's development level

#### **Support and Resources**

The Department of Human Resources is committed to ongoing support and training by:

- offering the tools and training to support the model in individual departments
- coaching managers and supervisors in the model after their initial training

Please note that individual departments are to assume costs of the training materials, which will be approximately \$300. Participants will need permission from their supervisor to attend.

\*The Situational Leadership model was created by the Ken Blanchard Companies, a global company in leadership and organizational development programs. Boston College currently uses the Situational Frontline Leadership training and Situational Leadership II training.