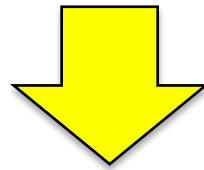


Situational Sales Leadership Cheat Sheet

D1	D2	D3	D4
Low Competence and High Commitment	Low to Some Competence and Low Commitment	Moderate to High Competence and Variable Commitment	High Competence and High Commitment
Inexperienced Eager Enthusiastic Optimistic <i>Don't know what they don't know</i>	Frustrated Discouraged Overwhelmed Confused <i>Yet with flashes of competence</i>	Capable but ... Cautious Productive but ... Tentative <i>No confidence in his or her competence</i>	Consistent Confident Inspired Independent <i>If not challenged, may get bored</i>



S1	S2	S3	S4
High Direction and Low Support	High Direction and High Support	Low Direction and High Support	Low Direction and Low Support
Affirm enthusiasm Define success clearly Give concrete examples Teach and show HOW Check for understanding <i>Check work frequently</i>	Understand frustrations Analyze failures Provide perspective Explain WHY Fill in learning gaps <i>Check work consistently</i>	Ask questions & listen Analyze successes Provide reassurance Help hear own voice Clear path of problems <i>Check work regularly</i>	Treat as a partner/peer Celebrate successes Provide autonomy Recognize publicly Push for a little bit more <i>Check work occasionally</i>

D = Development Level

S = Leadership Style