



# Situational Leadership

Mastering the Single-Most Important  
Sales Management Skill

# Follow-Up Frequency by Leadership Style

<b>S1</b>	<b>S2</b>	<b>S3</b>	<b>S4</b>
<b>High Direction and Low Support</b>	<b>High Direction and High Support</b>	<b>Low Direction and High Support</b>	<b>Low Direction and Low Support</b>
<i>Check work frequently</i>	<i>Check work consistently</i>	<i>Check work regularly</i>	<i>Check work occasionally</i>

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<b>High Direction and Low Support</b>	<b>High Direction and High Support</b>	<b>Low Direction and High Support</b>	<b>Low Direction and Low Support</b>
<i>Check work frequently</i> Follow-up every day or every other day.	<i>Check work consistently</i> Follow-up every other day or every week.	<i>Check work regularly</i> Follow-up every week or every other week.	<i>Check work occasionally</i> Follow-up every other week or every month.

Each leadership style holds team members accountable for the completion of their goals. Differences by style lie in the development of a team member and the frequency in which follow-up takes place.

You and your manager have a tense relationship. Although you would like to help more, he does not seem to recognize your expertise or respond to your interest in helping. Over the last two weeks, you have learned that your manager lacks confidence in establishing an accurate forecast for a product line on which you are an expert. A quarterly report is due, and he has not sought your advice. Although he seems aware that he should use your help, he is hesitant about asking for it.

What is the **specific goal**?

What is this manager's **competence** in completing the goal?

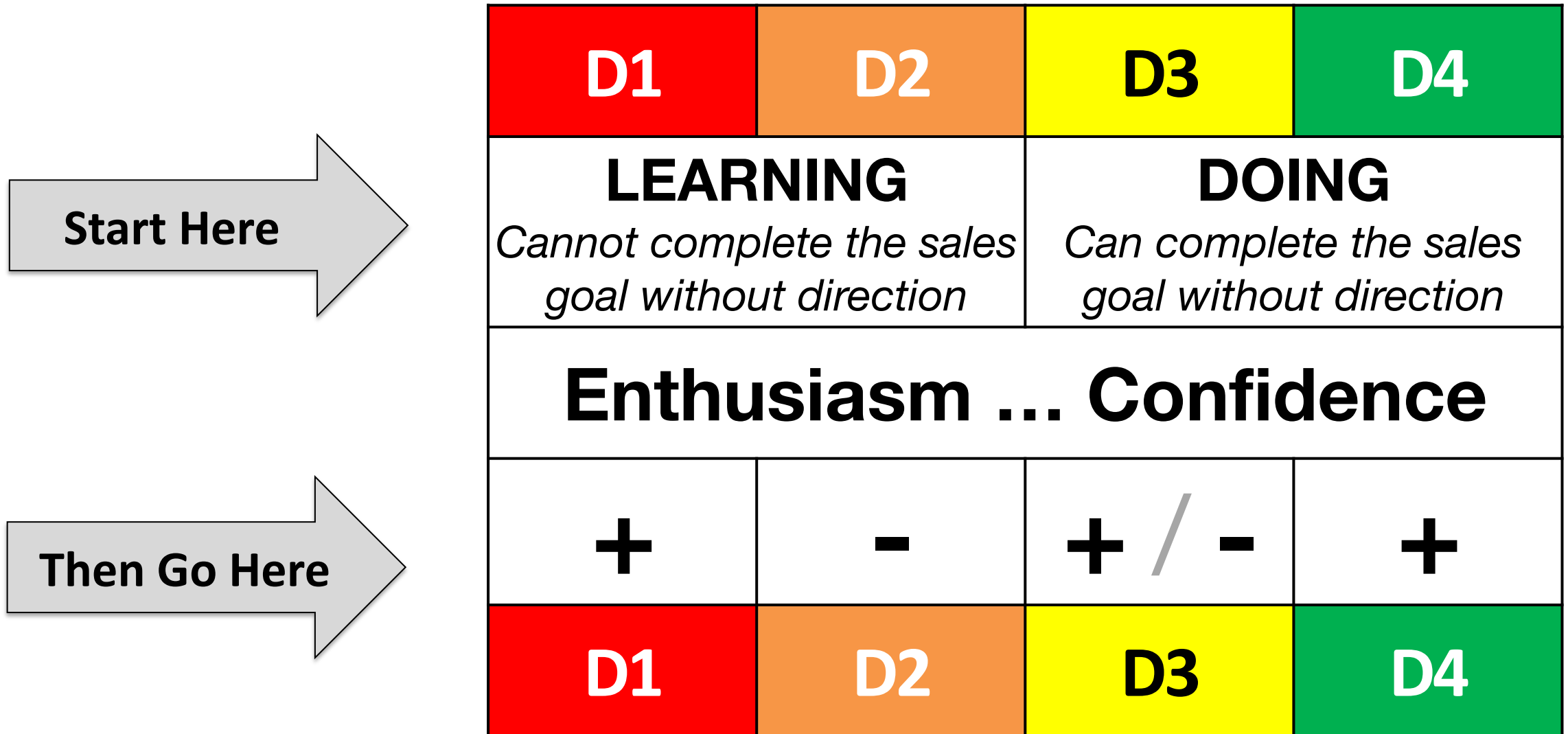
What is this manager's **commitment** in completing the goal?

What is his **development level**?

You and your manager have a tense relationship. Although you would like to help more, he does not seem to recognize your expertise or respond to your interest in helping. Over the last two weeks, you have learned that your manager lacks confidence in establishing an accurate forecast for a product line on which you are an expert. A quarterly report is due, and he has not sought your advice. Although he seems aware that he should use your help, he is hesitant about asking for it.

- A. Talk with your manager and mention that you heard he is working on the quarterly forecast report. Be careful to avoid pushing the issue. Let him know that you are available if there is some way you can help.
- B. Tell your manager that you want to help with the forecast report. Advocate for a specific plan. Be detailed-oriented, brief, and concrete. Keep the discussion focused on your approach.
- C. Talk with your manager and mention that you heard he is working on the quarterly forecast report. Ask how the report is coming along. Delicately draw him out on the specifics on the report and ask open-ended questions that facilitate his thinking. Do not advocate for a position but work to help him reach his own conclusions.
- D. Talk with your manager about his forecast and offer your help on the quarterly report. Suggest specific alternatives and solutions that your manager might pursue on the project. Draw out his reactions to your plan and describe in detail the rationale for your approach. Stress to your manager that really all that concerns you is the success of the business.

# Situational Leadership Decision Tree



Your 16-year-old daughter is an excellent driver and very responsible. She always tells you where she is going and is rarely, if ever, late. This evening she borrowed your car to go to a movie with her girlfriend and came home over an hour past her curfew. No call or text. She casually walks through the front door and you...

What is the **specific goal**?

What is your daughter's **competence** in completing the goal?

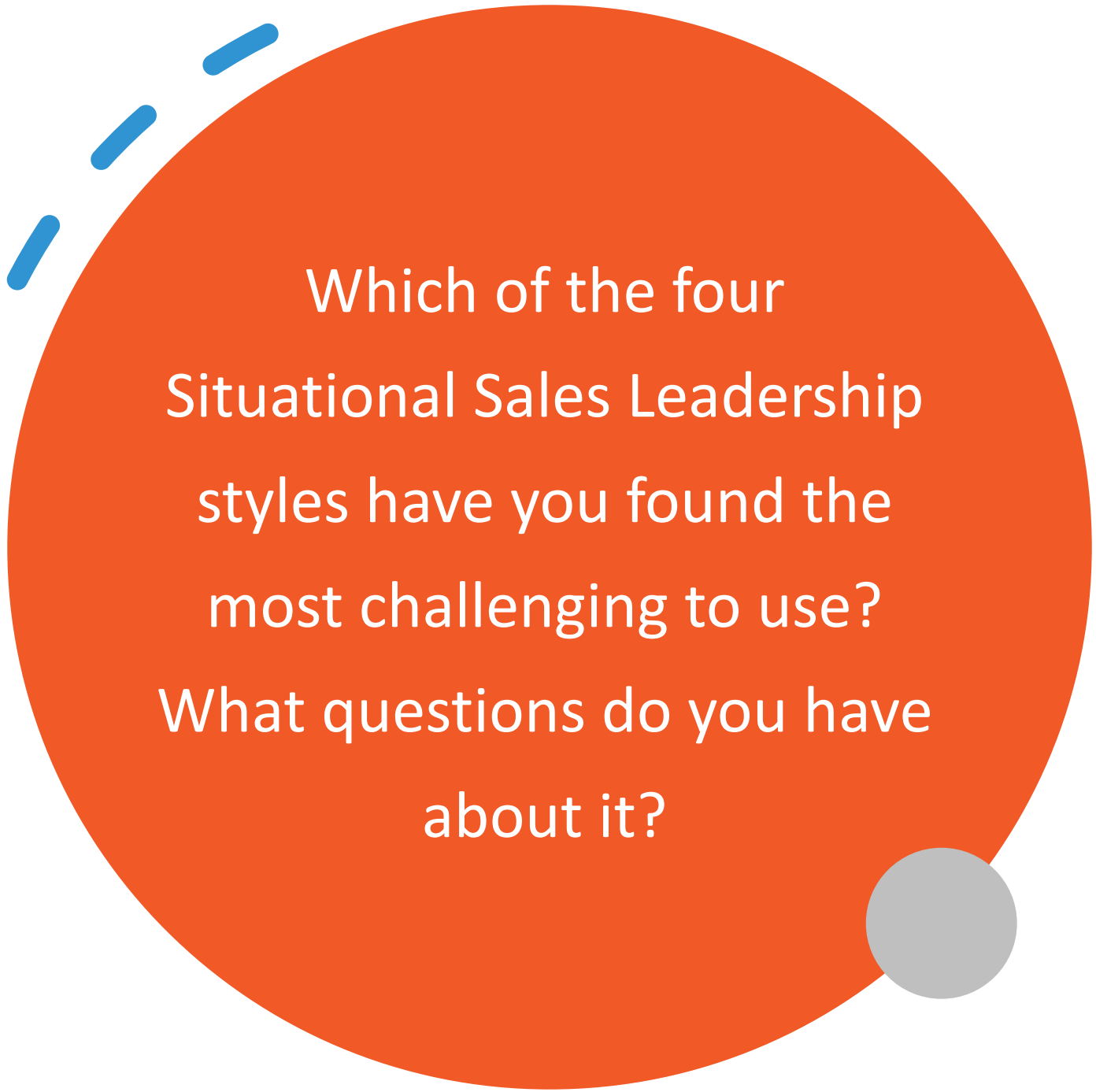
What is your daughter's **commitment** in completing the goal?

What is her **development level** related to this goal?

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- A. Tell your daughter that she is late. Restate your rules about using the car, being responsible, and being home on time. Take away her use of the car for a month.
- B. Let your daughter know that you are happy she is home and safe. Explain that because she was late and had not called or texted that you thought something might have happened to her. Do not make a big deal of the incident.
- C. Tell your daughter that you were worried and impress upon her the importance of letting you know when she is going to be late. Listen to her side of the story, but make sure she fully understands your expectations.
- D. Have a discussion with her about why she was late. Let her know how worried you were about her safety. Ask her what she can do if something like this happens again.





Which of the four  
Situational Sales Leadership  
styles have you found the  
most challenging to use?  
What questions do you have  
about it?

# Situational Sales Coaching Planner

Sales Process Goal	Competence	Commitment	Development Level	Leadership Style Strategies
A specific, repeated activity that moves a salesperson closer to achieving a sales performance goal	Demonstrated, proven ability to complete a process goal	Enthusiasm, motivation, or confidence to complete a process goal	<i>D1, D2, D3, D4</i>	The specific mix of direction and support you will use to coach this salesperson on each process goal
	<input type="checkbox"/> Low to Some <input type="checkbox"/> Mostly High	<input type="checkbox"/> Low to Variable <input type="checkbox"/> Mostly High		
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the  
**ULTIMATE**  
**SALES**  
**MANAGER**  
**PLAYBOOK**  
Becoming a  
Successful Sales  
LEADER



**BILL ZIPP**

# Situational Leadership

Last Session: Tuesday, February 21

*4:00 PM in London, 8:00 AM in Los Angeles*

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**Do this field work before our next session:**

Complete another Situational Coaching Planner for one more team member.

**Your Dedicated Web Resource Page:**

<https://billzipp.com/bighandsituationalleadership/>

 **BILL ZIPP**

