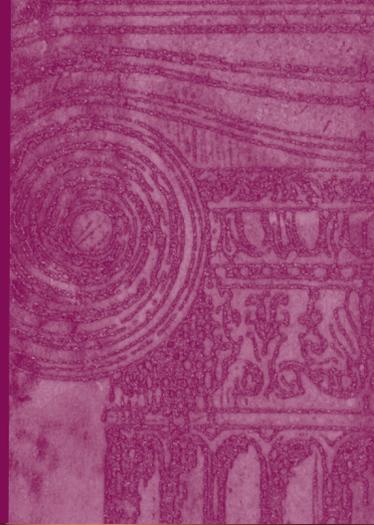


The Magic of
SITUATIONAL SELF LEADERSHIP



**PARTICIPANT
WORKBOOK**

Susan Fowler • Laurence Hawkins • Ken Blanchard

Ken^{THE}Blanchard
COMPANIES

**THE MAGIC OF SITUATIONAL SELF LEADERSHIP
PARTICIPANT WORKBOOK**

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PREFACE

Welcome to the magical world of Situational Self Leadership—where the latest in accelerated and adult teaching concepts create an interactive, effective, and entertaining learning experience. Using a magic trick as a metaphor, you will discover a new way of working as an empowered self leader.

The evolution from power to empowerment has been a fascinating one. Years ago, leadership relied on power to get work done. As expectations within the workforce and the workplace changed, the too-good-to-be-true solution of empowerment often became a despised excuse for overworking people. Today, empowerment is a legitimate strategy for creating a motivated and competent workplace. Organizations are depending more than ever on individual contributors who take the initiative to go beyond problem spotting to problem solving. Situational Self Leadership helps you develop the skills you need to succeed in this new world of empowerment.

But Situational Self Leadership also asks you to consider why you go to work every day. If your only reason is “for the money,” you could be missing a grand opportunity. Studies reveal that up to 75% of your waking time as an adult is connected to work—getting ready for it, going to it, doing it, leaving it, talking about it, and thinking about it. You may communicate more often with people you work with than some of the people you love in your personal life. Your workplace may be your primary community. Having a sense of satisfaction about your life at work is important to your quality of life—no matter how much money you make.

Situational Self Leadership gives you strategies for gaining more satisfaction from your work—by challenging your notions of leadership; by examining your motivation, confidence, knowledge, and skill; and by taking the initiative and assuming responsibility for your own development toward peak performance.

We trust you will find Situational Self Leadership a rewarding and enriching learning experience that will enhance not only your professional life but your personal life as well.

Susan Fowler
Laurence Hawkins
Ken Blanchard



OUTCOMES CHECKLIST

At the end of the learning experience, check the box to the right of the outcomes that were accomplished. Did any outcomes become more important as you learned more about them through the sessions?

IMPORTANT TO ME

ACCOMPLISHED

By completing Situational Self Leadership, you will be able to

Check the box to the left of the outcomes that are important to you.

1. Speak the language of leadership—Situational Leadership® II

2. Partner for Performance with your manager

3. Accelerate your learning cycle

4. Gain autonomy and control



WHAT DO YOU WANT FROM YOUR JOB?

1. Rank the following motivators from 1 to 10 (most important to least important) in the *What Motivates Me?* column.
2. After discussion, record the group's rankings in the *What Motivates This Group?* column.

MOTIVATORS	WHAT MOTIVATES ME?	WHAT MOTIVATES THIS GROUP?
Interesting work		
Full appreciation of work done		
Feeling of being in on things		
Job security		
Good wages		
Promotion and growth within organization		
Good working conditions		
Personal loyalty to employees		
Sympathetic help with personal problems		
Tactful disciplining		

SA Do not



A MODEL FOR SELF LEADERSHIP

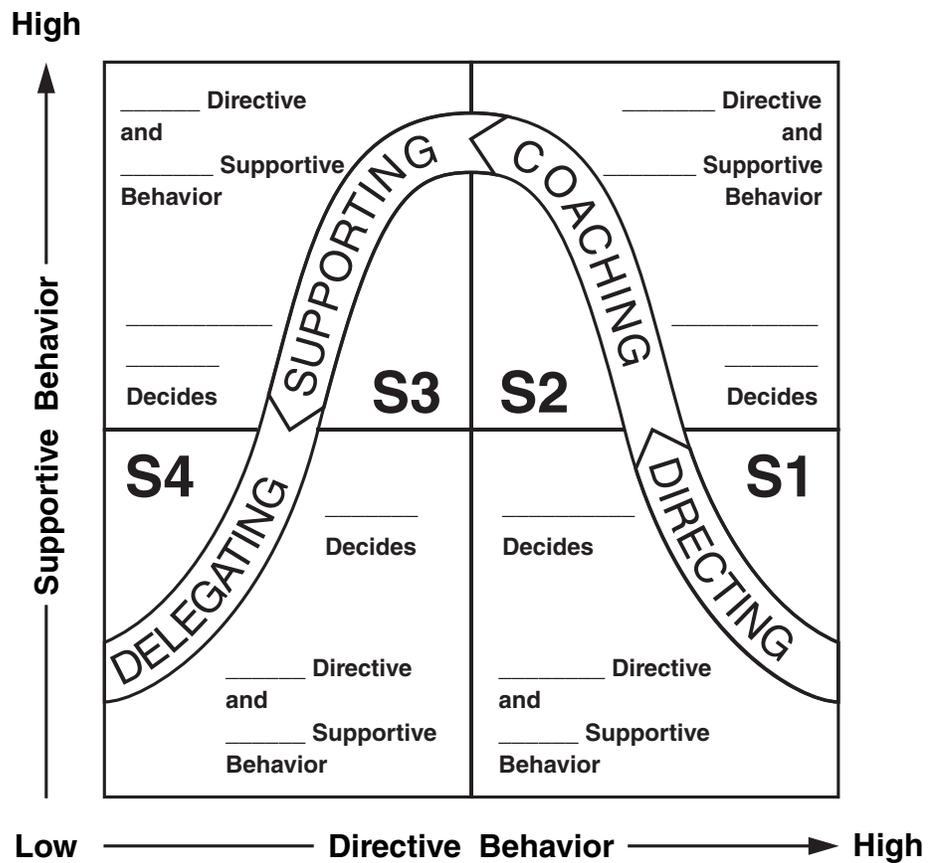
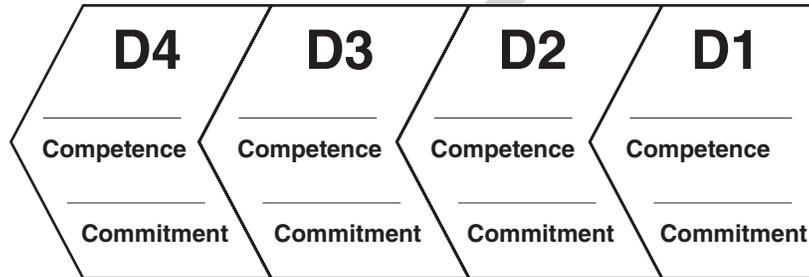
1. It is unrealistic to expect others to always know your goals, motivations, and needs—people can't read minds.
 True False
2. It is in your own best interest to determine what you need in order to create your own success.
 True False

Depending on how you answered the statements, your next question might be, "How do I get what I need to succeed?" Part of the answer lies in understanding how you learn and successfully master goals, tasks, and skills.



THE NEEDS MODEL

Fill in the blanks to complete the Needs Model.





BOUNCING THROUGH THE DEVELOPMENT CONTINUUM

▶▶▶
 Diagnose Angela Smith's development level at various stages of her storybook career.

1 Angela Smith is the biggest and brightest star in the wildly popular world of women's professional basketball. With style and skills unlike any of her peers, she wins the Most Valuable Player award two years in a row and leads her team to two world championships. With fame extending beyond the courts due to her fashionable style and public relations savvy, she finds herself recognized as the most well-known female athlete in the world. Remembering that development level is goal/task/skill specific, how would you diagnose Angela's development level as a basketball player at what appears to be the height of her career?

What is her development level? _____

2 It is playoff time. Angela, more popular than ever, appears to be tired and frustrated, probably due to the very public breakup with her Hollywood movie star boyfriend and the scrutinizing of the media both on and off the court. Her heart doesn't seem to be in the game as her team loses badly in the first game of the playoffs. Arguably the best woman to ever play basketball, she scores only 10 points—an all-time low in her college and professional careers. Her shooting percentage is only 38 percent—far below her standard.

What is her development level? _____

3 The superstar recovers her momentum in game two and talks about wanting to help her team win the championship for a third time in a row—an unprecedented achievement in the history of women's basketball. By the third game, she seems rejuvenated and scores 45 points, shooting 60%—including five 3-pointers! Her team goes on to win the championship and she scores a record high 230 points during the final series. She receives the playoffs' Most Valuable Player (MVP) award for the third time.

What is her development level? _____



4 Shortly after the playoffs the now legendary player announces she is quitting basketball.

What happened? _____

5 Angela shocks fans when she accepts an opportunity to play in the women's professional softball league. She gets ready to play, announcing that she's never been afraid to fail and couldn't accept not trying. She was a standout as a college softball player, one of the greatest female basketball players ever, and one of the most gifted athletes in the world, but entering the world of professional softball ...

What is her development level? _____

6 It's not long before our hero is discouraged. She has trouble playing in the outfield and is unable to hit the variety of pitches thrown at her. Her batting average is .150—to play for a major team, her average needs to be at least .250. It's not as easy as it looks—even for a superstar athlete.

What is her development level? _____



7 Her team decides it's best to send her to softball's minor league. The former basketball legend no longer flies in fancy jets or plays in large arenas. But her skills are improving, and people who admire her energy are buying tickets to cheer her on in the small towns she travels to by bus. She actually seems to be having more fun. Some think she might make it back to the major leagues.

But soon she announces she is quitting softball. Despite growing popularity, the women's professional softball league is struggling financially. There are rumors the whole thing might collapse. Taking stock of the situation, she decides her grand experiment is over.

What is her development level? _____

8 Basketball must still be central in her life. After being gone from the sport for two years, Angela returns to basketball. She joins her old team at mid-season with the challenge of running the offense. With this particular team ...

What is her development level? _____

In her first return game, fans find themselves mesmerized by her familiar style and intensity. Her team loses the game 100-93, and she makes only 6 baskets out of 25 shots taken. Yet many feel the same way as the game's announcer, who declares that our star player is back—not better than ever, not even as good as ever—just back, and for now that seems to be good enough.

9 It is a season later—playoff time. In her first full year back to the game, the basketball legend leads her team to another championship and she again wins the MVP!

What is her development level? _____



10 It seems even superstars get bored. Accomplishing everything she'd set out to do in professional basketball, the athlete trades her sneakers for designer shoes and starts her own clothing line, partnering with one of the largest retailers in the country. She is now an executive running a new business.

What is her development level? _____

Our star player makes decisions that affect every aspect of her business. Some of her decisions are huge marketing successes. Other decisions hardly get a chance before being challenged, changed, or shot down by higher-level executives who report to the Board of Directors. Like everyone, even a former superstar continues to experience life, new goals, old dreams, and the ups and downs of the development continuum.