**SITUATIONAL LEADERSHIP**

**In groups…**

As an intelligent, enthusiastic mid level manager for a changing company, Sarah has worked hard and given her best. She has good project planning and interpersonal skills and she is known as a hard worker. People like Sarah, and she likes situations that require teamwork. She has a knack for getting people to cooperate – to pull together even though they may not want to originally. Sarah is being asked to take on some new tasks to prepare her for a promotion.

Evaluate the scenario and assess which development level she is at, the management style needed and what you would be doing to support Sarah whilst using that style.

**SCENARIO 1**

Sarah has been asked to develop a budget for a very complicated project that is important to the company. She will need to put in a lot of time on weekends just to get it done and she doesn’t see enough of her husband and kids as it is. It is overwhelming. Her manager has told her to tackle this project on her own. She is concerned that she may not have a good enough grasp of the entire project. Sarah wishes she could get more direction from her manager or get more help from others, but there is no time, which is frustrating.

**Development level:**

**Management stye:**

**What would you be doing to manage Sarah using the above style?**

**SCENARIO 2**

Sarah has been asked to put together a multinational team to increase her company’s business in selected markets. This is a fabulous opportunity for her, and she is excited about it. However, she doesn’t have any contacts in several of the markets, and hasn’t worked internationally. She isn’t sure where to start.

**Development level:**

**Management stye:**

**What would you be doing to manage Sarah using the above style?**

**SCENARIO 3**

Sarah’s manager wants an assessment of each of her people’s strengths and weaknesses. One of them will be selected to take her place when she is promoted. Her written assessments in the past have always been perceived as fair and comprehensive by her people. The company respects her opinion and knows she has done a great job of developing each of her people. Sarah wants the opportunity to influence the choice of her successor.

**Development level:**

**Management stye:**

**What would you be doing to manage Sarah using the above style?**

**SCENARIO 4**

Sarah has been asked to cut expenses in her department by 10% in order to increase profitability. She is concerned that the cuts, like last time will have an impact on her departments ability to complete an important project that is already underway. She believes that if she delays making cuts, she can streamline some procedures over the next 2 months and show savings. Sarah is convinced that this is the best approach and has her manager’s support. Her manager has asked her to make her case to his manager. She is nervous, What if she isn’t persuasive?

**Development level:**

**Management stye:**

**What would you be doing to manage Sarah using the above style?**