

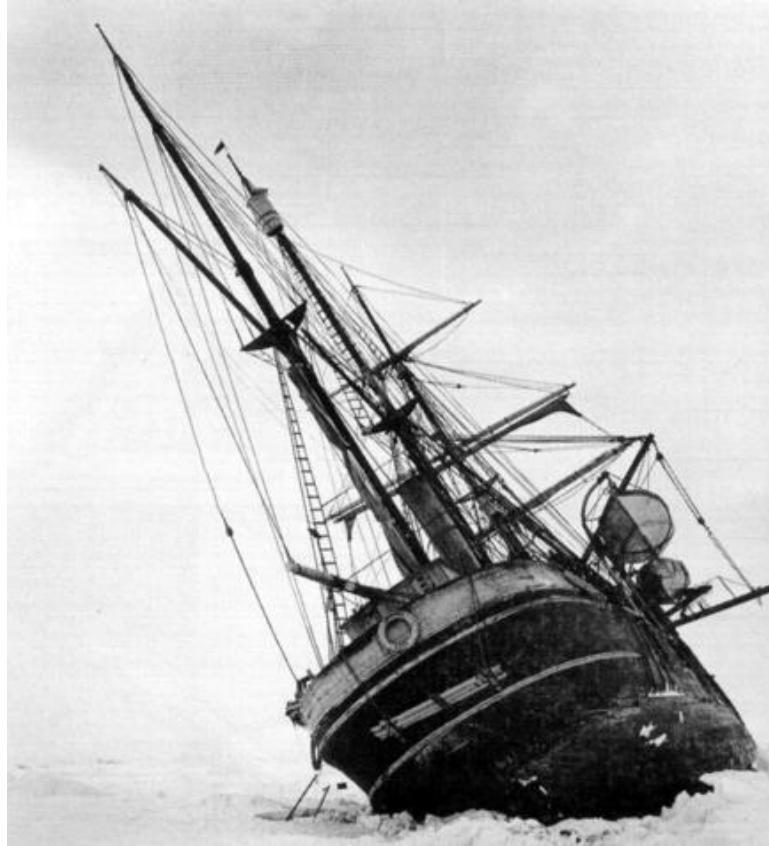
# 360° Leadership: Becoming an Effective Situational Leader

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MEISHA ROUSER  
LEADERSHIP COACH & ORGANIZATIONAL PSYCHOLOGIST

# Earnest Shackleton

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# How do you manage and lead in great turbulence when a lot is at stake

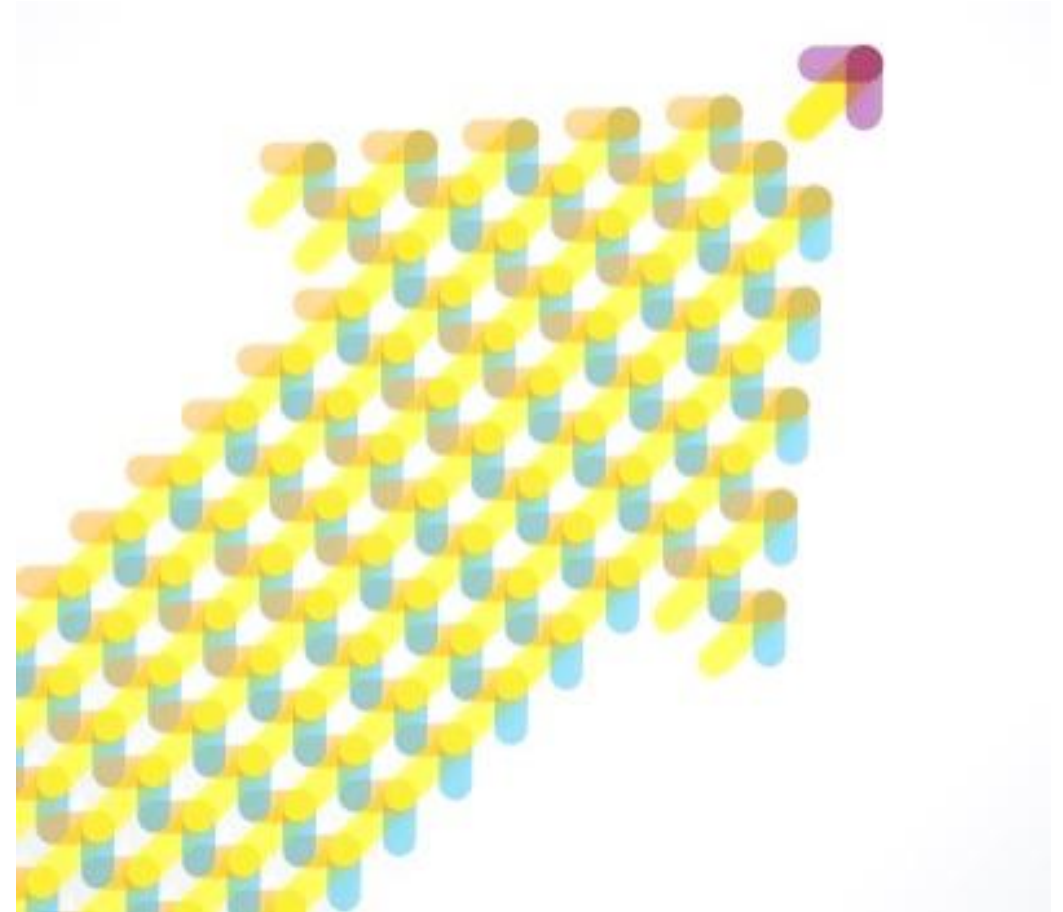
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The situation Shackleton found himself in day by day was very turbulent. The weather changed. The ice broke. The ship went down into the ice never to be seen again. Certain men became disillusioned and doubting and started to spread that toxicity among other men.



# What is Leadership?

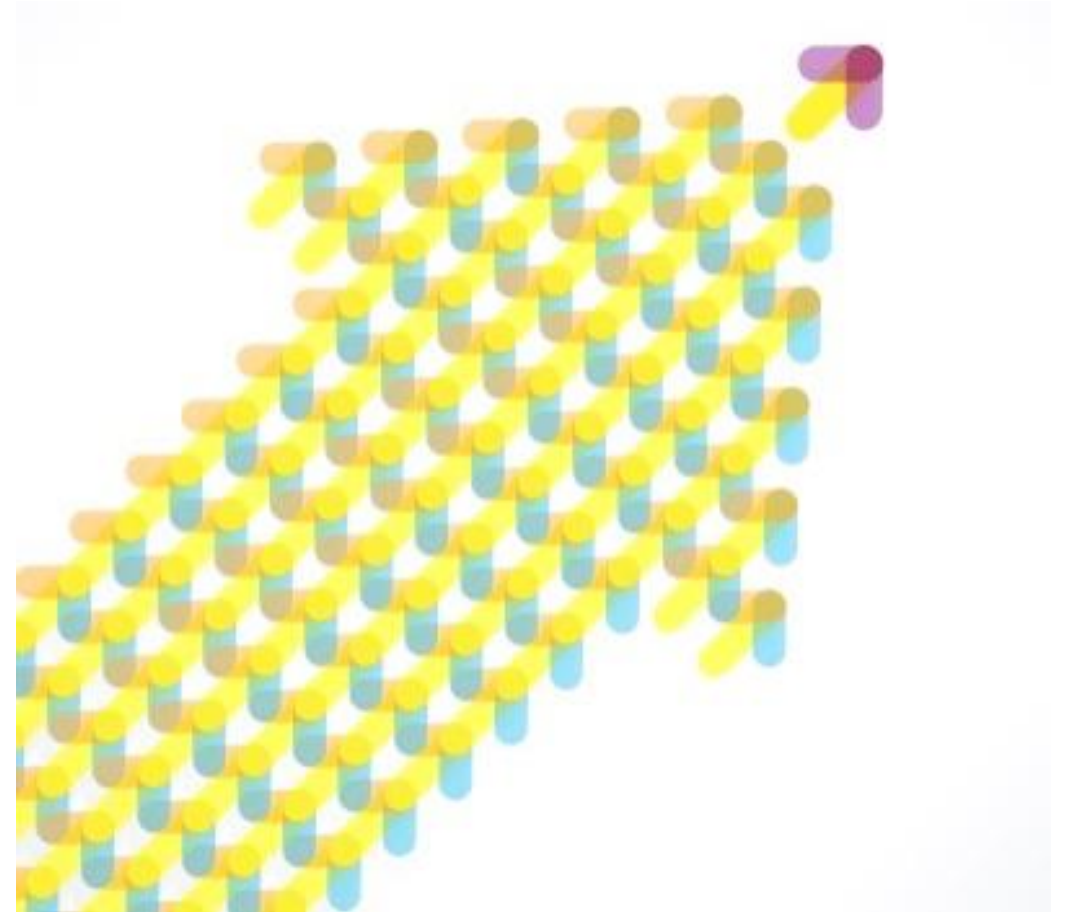
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# What is Leadership?

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**Inspiring Others  
Towards  
a Common Goal**





# Leaders Manage Change

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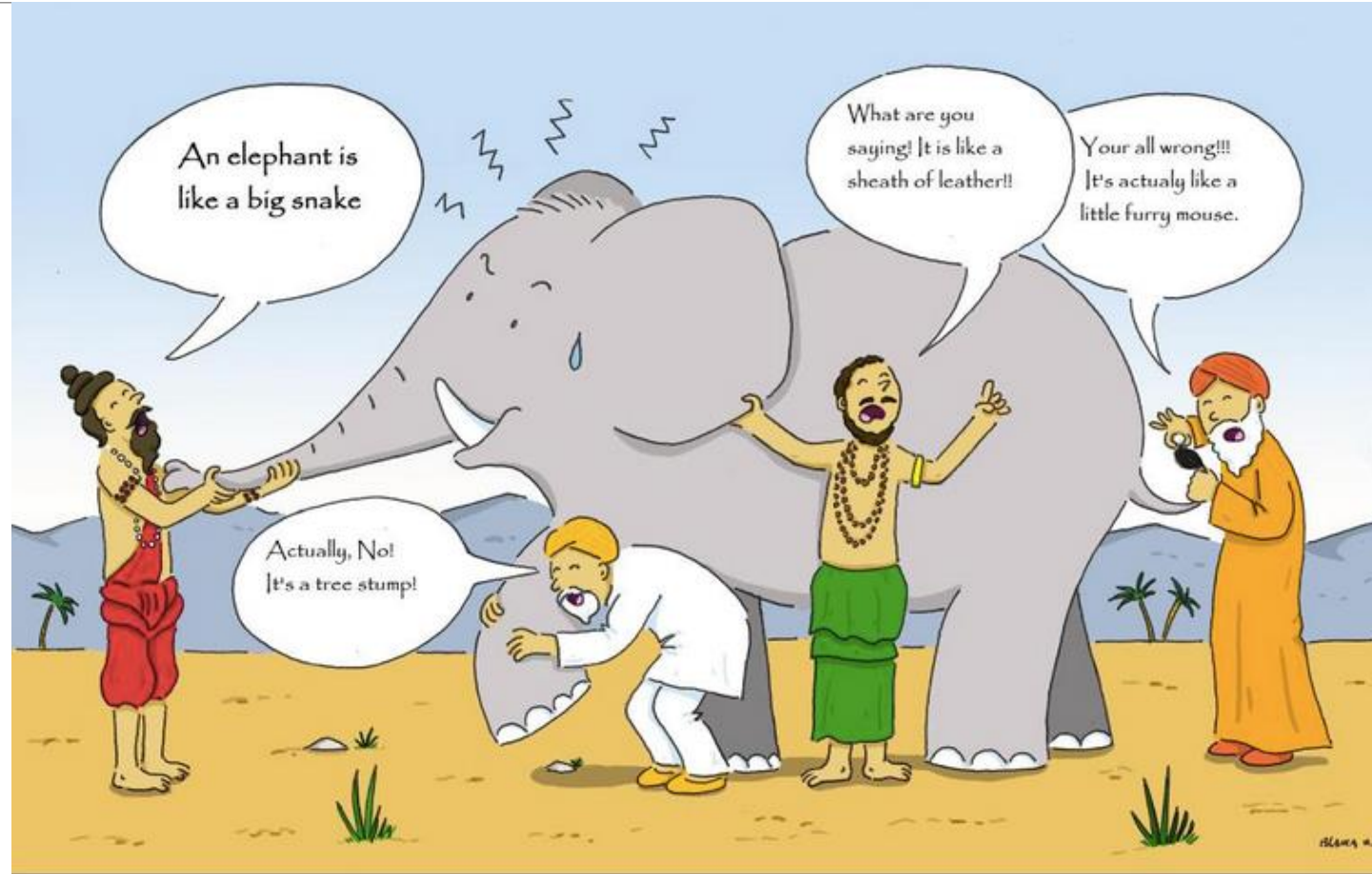


Image Credit: Cacaroot: Dreamstime.com

# Technical or Adaptive Challenge



# Situational Leadership





# The Four S's

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- Structural
- Stage
- Shift

# Structural

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# Stage

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# Shift from One to Many

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Individual Contributor / "Me"



Team Player / "Us"



Letting Go / "They"



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# Shift from One to Many

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## ME

- High interest or skill level in a particular area
- High need for control
- Self focus
- High need for personal recognition
- Prefers to do things himself or herself
- Uses “I, Me, Mine”

## ONE

## US

- Capacity for personal output is maxed out
- Begins to collaborate and value others’ input
- Begins to talk less and ask more questions
- Begins to give credit and recognition to others
- Begins to leverage process
- Uses “Us, We, Our”

## LETTING GO

- Consistently seeks out “A” players as friends, teammates and mentors
- Regularly asks questions and seeks out others’ thoughts
- Delegates responsibilities and authority consistently
- Communicates expectations and holds others accountable
- Fully leverages systems and processes
- Uses “They, Them, Their”

## TRANSFERRING

- Listening skills are excellent
- Surrounded by “A” players
- Spends 50% of the time intentionally developing others
- Low need for personal credit
- Consistently gives credit to others
- Understands the strengths and weaknesses of key others
- Uses “They, Them, Your”

## MANY