

**Soft-Train**



*At Soft-Train  
Technology Works*

# Situational Leadership (1 Day) ST00057

**COURSE GOAL:** To encourage the student to demonstrate high standards of behavior and adapt their leadership style to situations and people.

**PREREQUISITES:** None

**LEARNING OBJECTIVES:**

Upon completion of this course the student will be able to:

- Understand the three basic roles of managers.
- Develop highly productive teams.
- Motivate team members toward higher levels of performance.
- Identify causes of performance problems.
- Manage change effectively.

**KEY TOPICS:**

**I. Getting Started: Ranking In Extremis Leadership Competencies**

- A. Leaders Are Inherently Motivated
- B. Leaders Embrace Continuous Learning
- C. Leaders Share Risk With Their Followers
- D. Leaders Have Common Lifestyle With Followers: There's No Elitism
- E. Leaders have and Inspire High Competency, Trust, and Loyalty
- F. High Risk Situations Demand Mutual Trust Between Leaders and Followers

**II. In Extremis Lessons For Business and Life Strengthening Your Own Leadership by Example**

- A. Moving from Transactional to Transformational Leadership
- B. What Leaders in Business can Learn from In Extremis Leaders
- C. Lesson One: Motivation Is Most Powerful When Paired with an Emphasis on Learning
- D. Lesson Two: Sharing Risk Strengthens Credibility and Can Improve a Leader's Effectiveness in Situations Involving Risk

- E. Lesson Three: Your Lifestyle Reveals What You Value to Followers
- F. Lesson Four: When you Develop Competence, You're Also Developing Trust and Loyalty
- G. Lesson Five: Extreme Threat, Whether to Corporate or Living Bodies, Reveals the True Character of Leaders and Followers
- H. Lesson Six: Your Resume and Pedigree Are Irrelevant
- I. Lesson Seven: Use the Life-Altering Quality of Your Business or Your Actions to Inspire
- J. Lesson Eight: Leadership Effectiveness May Be Contextual
- K. Lesson Nine: The Best Leaders Want to Be the Leaders with Passion
- L. Final Thoughts: Consider How In Extremis Leadership Might Apply to Your Organization
- F. Putting the Theory to Work: In Extremis Leader Development
- G. Teaching How to Handle Danger by Simulating a Worst-Case Scenario
- H. How One New Leader Prove He Wasn't Above Doing the Dirty Work-Literally
- I. Develop a Learning Orientation in Future Leaders
- J. Managing Risk By Not Being Afraid To Tell the Truth Because the Truth Saves Lives
- K. Training With Physically Challenging Activities
- L. Does Conventional Leader Development Fall Short?
- M. Inspire by Using Technology to Link to In Extremis People and Places
- N. How the U.S. Army Improves Leaders by Peer-to-Peer Mentoring

### **III. The In Extremis Leadership Model, What It Is, and How To Use It**

- A. Defining Authentic Leadership
- B. Is the In Extremis Model Values Based
- C. Recognizing, at All Times, the inherent Value of Human Life
- D. The In Extremis Leader's Character: Giving Purpose, Motivation, and Direction to Others
- E. What In Extremis Leadership Means for Leader Developers

### **IV. Learning About Fear and Leadership From Dangerous Settings *Handling Emotion During In Extremis Situations***

- A. Plumbing the Depths of Fear in Dangerous Situations
- B. Finding Comfort in Action: Onward to the Limits of Competence
- C. Nothing Left to Do: Exit, Exit, Exit!
- D. Why In Extremis Situations Flatten Emotions
- E. Controlling Emotions: A Bad Strategy for High-Risk Leaders

- F. Leading Without Ego
- G. How Leaders Should Handle and Overcome Fear
- H. The Perils of Blame: Finger-Pointing Is Not Effective Leadership
- I. The Perils of Defeatism: Giving Up Is Not Good Leadership

**V. Leading When Tragedy Strikes**  
*Learning to Cope With Loss*

- A. Learning the Lesson That Bad Things Happens: Focus Outward, It's Time to Lead the Living
- B. Leading Around Death Is Symbolic: Demonstrate Respect
- C. Handling the Death Event
- D. Make Sure Nobody Gets Left Behind, Ever
- E. Take the Lead by Staying Humble
- F. Accept That Recognition Is a Required Part of Moving On
- G. Death Rituals: How the U.S. Army Respects the Deceased and Renews Its Organization
- H. Recognition of the Deceased
- I. Acceptance of the Death
- J. The Value of Good Leadership in Times of Tragedy

**VI. Building Teams That Build Leaders**  
*An in Extremis Case Study*

- A. Teams are Uniquely Valuable in Developing Future Leaders
- B. Learning Leadership on Teams: Beyond Fair Play to In Extremis Lessons

- C. Collegiate Parachuting: A Lab for In Extremis Leadership
- D. How West Point Selects Cadet Leaders
- E. Field Training: Validation for Emerging Cadet Leaders
- F. How to Compose a High-Performing Team
- G. The Application Process
- H. Assessing Potential Team Members
- I. The Interview Process
- J. Leader Developers for High-Performing Teams
- K. Officer Representatives
- L. Selection of the Officer in Charge
- M. Relationship of Officer Representatives to Assigned Coaching Staff
- N. Prove Your Commitment to a Team: Get to Where You Need to be, No Matter What It Takes to Get There
- O. Team Development and Institutional Resistance
- P. Where the Concept of In Extremis Leadership Really Comes From

**VII. Resource: Physical Development for In Extremis Leaders**

- A. Being in Good Physical Condition Is a Benefit to Leadership
- B. In Extremis Leaders Need to Be Physically Functional at All Times
- C. Three Qualities of Elite Leader Fitness:
- D. Combine Strength, Balance, and Flexibility to Complete Your Workout