

SITUATIONAL ADAPTABILITY

OFFICIAL DEFINITION

Adapting approach and _____ in real time to match the shifting demands of different _____.

SKILLED

- Picks up on situational cues and adjusts in the moment.
- Readily adapts personal, interpersonal, and leadership behavior.
- Understands that different situations may call for different approaches.
- Can act differently depending on the circumstances.

LESS SKILLED

- Uses same style and approach regardless of the situation.
- Fails to notice changing situational demands.
- Expects others to adjust to his/her preferred style and approach.
- Thinks being true to self is all that matters.
- Doesn't take time to understand interpersonal dynamics.

WHEN PRESSURE OR UNCERTAINTY GOES UP...

Which response is most like you?

- ☐ Take control
- ☐ Solve the problem
- ☐ Talk/explain more
- ☐ Step back

None of these is necessarily good or bad. The question is whether it's what this situation needs.

THE STEP FRAMEWORK

SEE CLEARLY — What am I noticing?

THINK CAREFULLY — What might this really be about?

EVALUATE WISELY — How should I respond?

PROCEED INTENTIONALLY — What will I do?

What does this situation need from me now?

See Clearly.

What am I noticing?

1. What do I actually know?
2. What cues am I noticing?
3. What might I be assuming?

Ladder of Inference

FACTS — What actually happened?

↓

STORY — What story am I telling myself?

↓

BELIEF — What am I beginning to believe because of that story?

↓

RESPONSE — How am I responding because of that belief?

What Else Could Be True?

Think Carefully.*What might this really be about?*Situational Diagnosis Tool

- ☐ **Capability** — Knowledge, skill, or ability
- ☐ **Motivation** — Willingness, engagement, or commitment
- ☐ **Capacity** — Workload, time, resources, or competing priorities
- ☐ **Emotion** — Emotions affecting what's happening
- ☐ **Trust** — Confidence in a person, team, decision, or process
- ☐ **Conflict** — Unresolved tension or disagreement
- ☐ **Context** — Circumstances or constraints I may not know about
- ☐ **Clarity** — Expectations, priorities, roles, or direction
- ☐ **Other:** _____

Don't diagnose the person when the problem may actually be the situation.

*What might this really be about?**What else might it be?***Evaluate Wisely.***How should I respond?*Match to the Situation Tool

<i>What you're noticing</i>	<i>What might this situation need from you?</i>
Confusion	
Anxiety/change	
Resistance	
Low capability	
Low ownership	

<i>What you're noticing</i>	<i>What might this situation need from you?</i>
Overload	
Conflict	
Uncertainty	

These aren't formulas. They're possibilities designed to expand your thinking about what the situation might need from you.

Don't give what you're most comfortable giving. Give what the situation needs.

Situations often call for mixed responses.

Proceed Intentionally.

What will I do?

Turn your thinking into behavior.

1. What will I do?
2. What will I say or ask?
3. What will I watch for next?

Proceed doesn't end STEP. Act, watch what happens, and adjust again.

MY STEP SITUATION

The situation I'm facing:

SEE CLEARLY: What am I noticing?

1. What do I actually know?
2. What cues am I noticing?
3. What might I be assuming?

THINK CAREFULLY: What might this really be about?

Use the Situational Diagnosis Tool and identify one or two possibilities:

- ☐ Capability
- ☐ Motivation
- ☐ Capacity
- ☐ Emotion
- ☐ Trust
- ☐ Conflict
- ☐ Context
- ☐ Clarity
- ☐ Other: _____

1. *What else might it be?*
2. *What story might I be telling myself?*

EVALUATE WISELY: How should I respond?

What does this situation need from me?

If you're stuck:

What does this situation need more of from me?

What might it need less of?

PROCEED INTENTIONALLY: What will I do?

1. *What will I do?*

2. *What will I say or ask?*

3. *What will I watch for next?*

STEP COACH

Don't solve their problem. Help them take a second look.

Ask these questions:

SEE:

- What do you know for sure?
- What might you be assuming?

THINK:

- What do you think is really happening?
- What else could it be?

EVALUATE:

- What does this situation need from you?
- Is that different from what comes naturally to you?

PROCEED:

- What are you planning to do or say?
- After talking this through, is there anything you'd change?

TAKEAWAYS

One insight that challenged my thinking:

One situation where I will intentionally use STEP:

One leadership response I need to use more often:

ABOUT MARK | KEYNOTE SPEAKER

Mark Kenny helps organizations align people, priorities, and execution so they can move forward as one team.

Through highly interactive keynotes and leadership experiences, he uses the Uncommon Collaboration™ framework to help teams overcome the fragmentation that pulls people apart, slows momentum, and gets in the way of execution.

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