

A low-angle shot of a sailboat's mast and sails against a blue sky with scattered white clouds. The sails are white with dark rigging lines. The mast is a dark vertical pole. The overall tone is professional and aspirational.

Situational Adaptability

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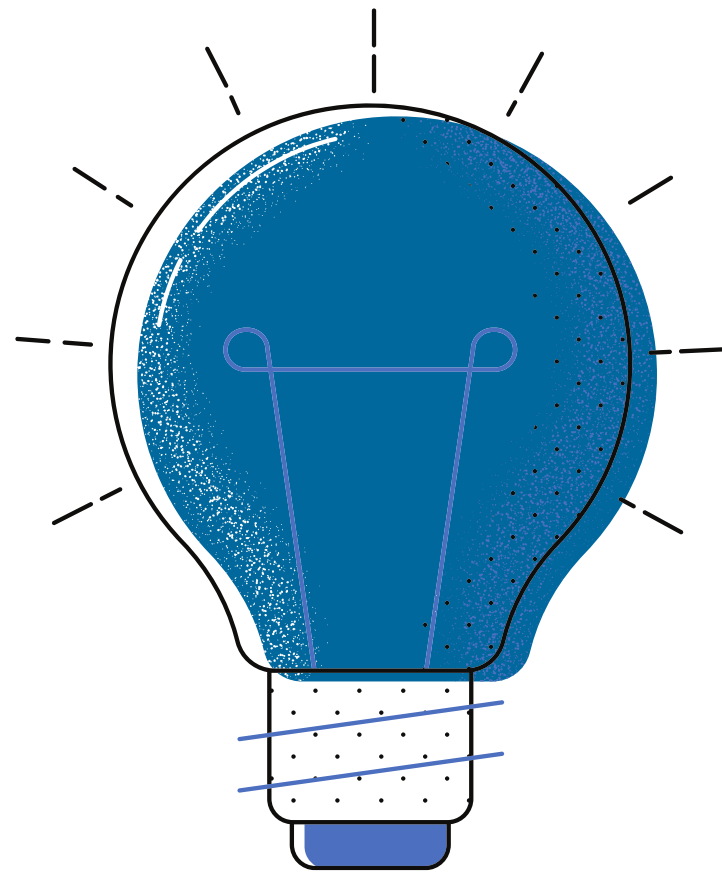
mark **s** kenny
...



A wise man adapts himself to circumstances,
as water shapes itself to the vessel that contains it.

Chinese proverb

In Pairs



Think of someone you've worked with who was really good at handling different people and situations.

What did you see them do that made them effective?

Situational Adaptability

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

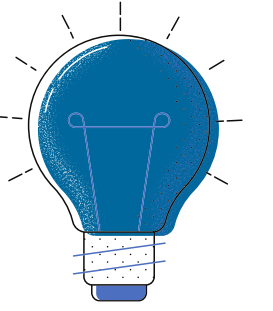
Situational Adaptability: Skilled Behaviors

- ✓ 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.

Situational Adaptability: Less Skilled Behaviors

- ✓ 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.

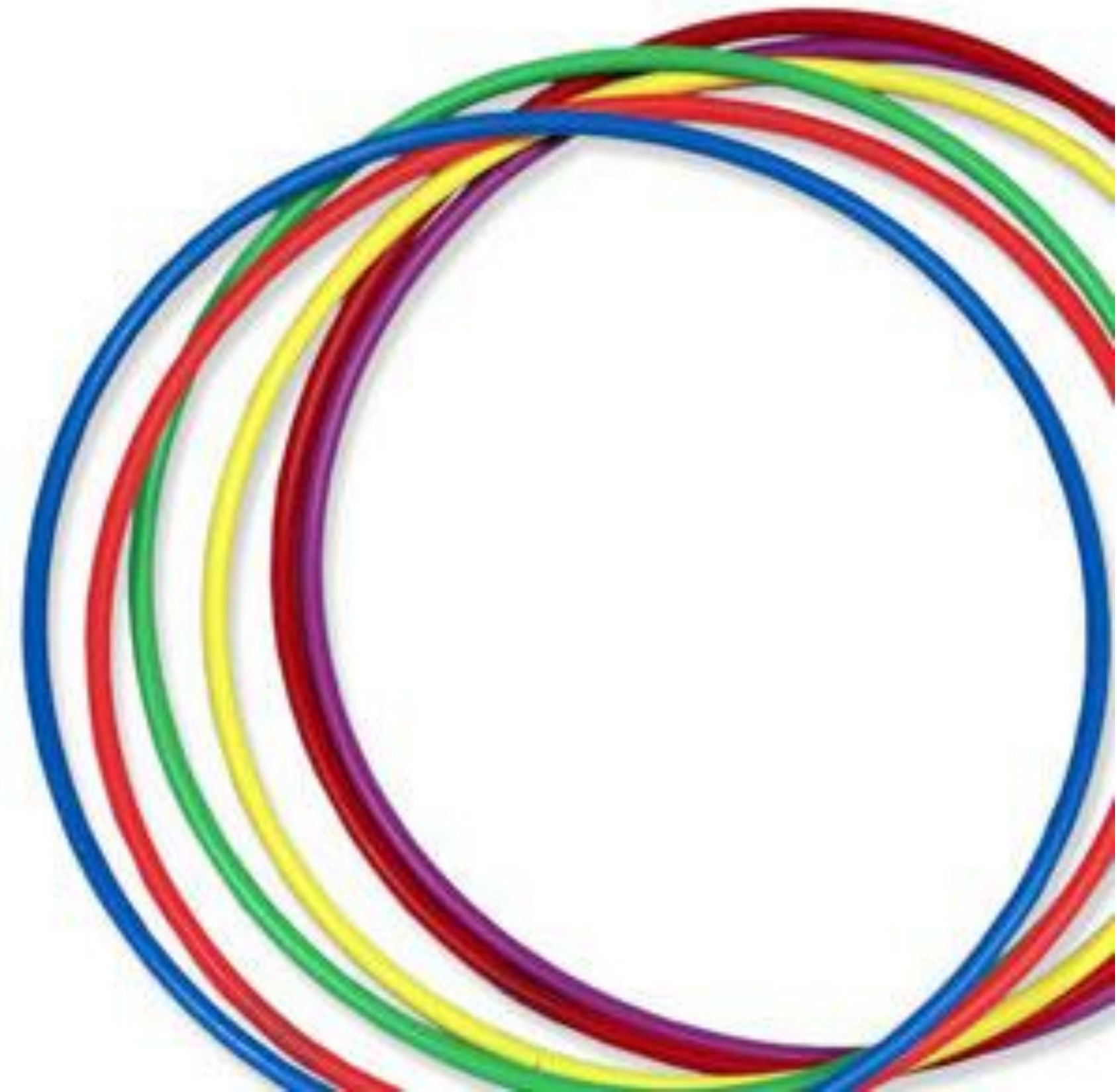
Own your own



Answer this question:

When the pressure or uncertainty goes up, what do you tend to do?

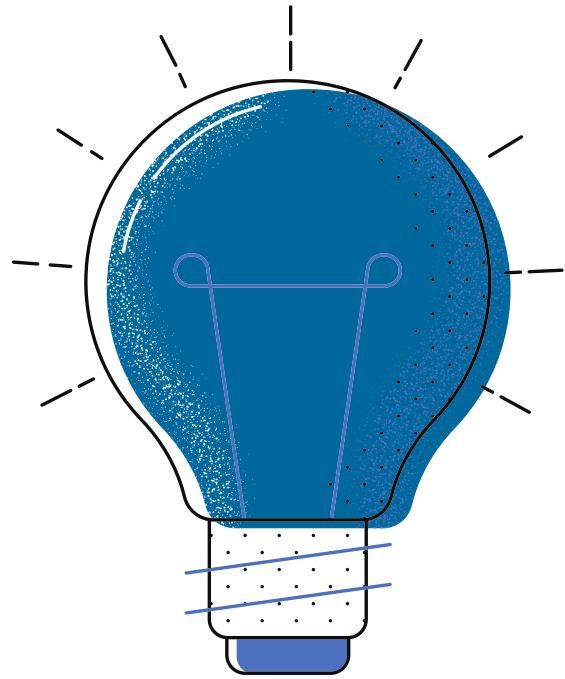
- Take control
- Solve the problem
- Talk/explain more
- Step back



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?

Apply STEP: Choose a Situation

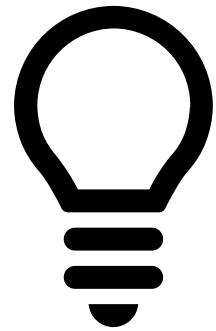


In one sentence, write down a situation you're currently facing where your usual approach may not be enough.

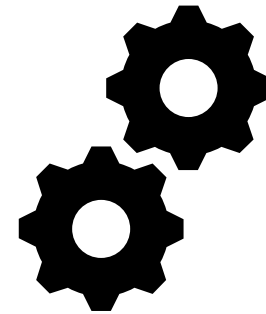
It may involve:

- Someone you're struggling to lead or influence.
- Uncertainty or changing priorities.
- A difficult personality or conflict.
- A situation where nothing you've tried seems to be working.

Our Agenda



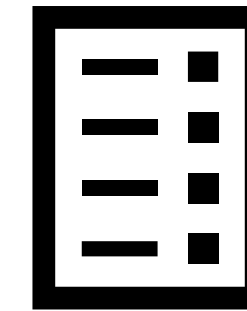
Understanding
the
Competency



The STEP
Framework

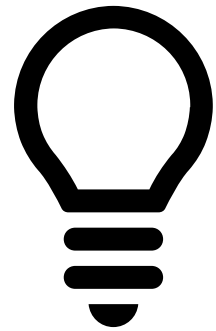


STEP Peer
Coaching Lab

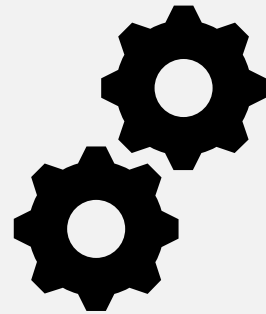


Takeaways

Our Agenda



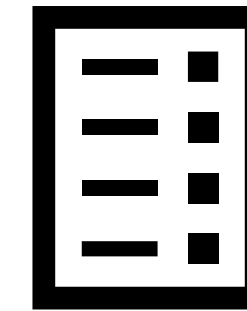
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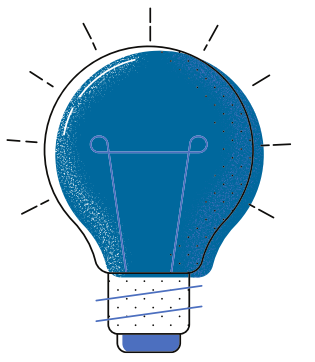
STEP Peer
Coaching Lab



Takeaways

SEE CLEARLY:
What am I noticing?

Scenarios

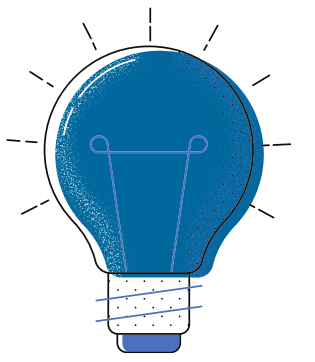


Jordan is normally engaged and vocal during team meetings. Over the last several weeks, Jordan has become noticeably quieter and rarely contributes unless called on.

Answer the following questions at your table:

1. What do you notice?
2. What assumptions might you naturally make?

Scenarios



You announce a new process your team will be required to implement. One of your strongest, most experienced employees says in front of the group:

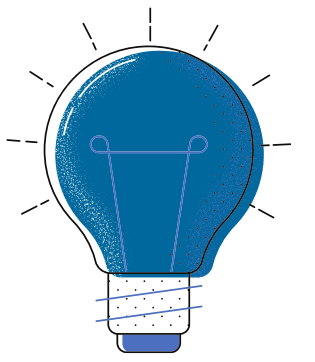
"I don't understand why we're doing this. The old process was working fine."

Two other employees nod.

Answer the following questions at your table:

1. What do you notice?
2. What assumptions might you naturally make?

Scenarios



Your team knows organizational changes are coming. You've received some information, but several important decisions haven't been made yet. Team members are asking what will happen and what it means for them. You genuinely don't know.

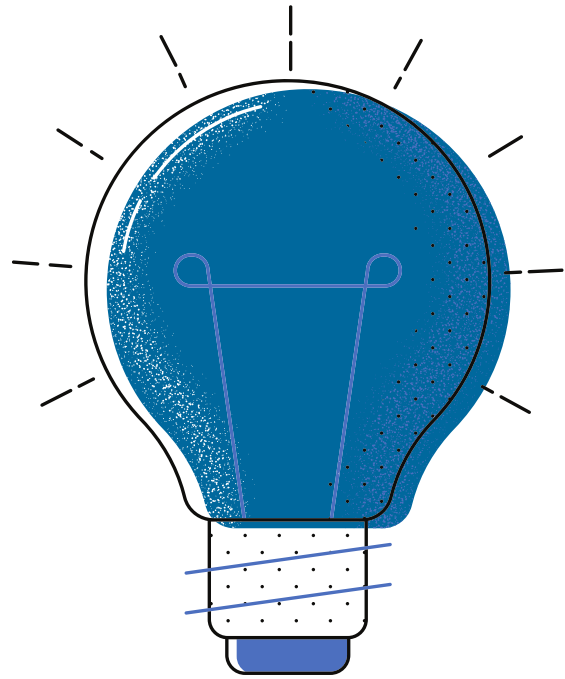
Answer the following questions at your table:

1. What do you notice?
2. What assumptions might you naturally make?

Ladder of Inference Tool



Apply STEP: SEE



Answering these questions about the situation you chose earlier.

SEE CLEARLY:

- What do I actually know?
- What cues am I noticing?
- What might I be assuming?

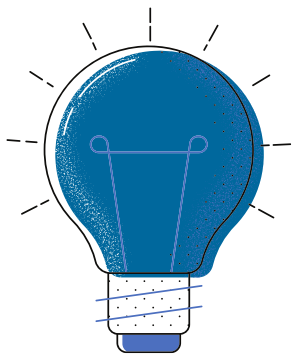
THINK CAREFULLY:
What might this be about?

Situational Diagnosis Tool

What might this really be
about?

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

Scenarios



You announce a new process your team will be required to implement. One of your strongest, most experienced employees says in front of the group:

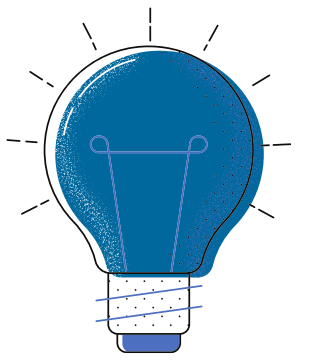
"I don't understand why we're doing this. The old process was working fine."

Two other employees nod.

At your table:

1. What might this really be about?

Scenarios



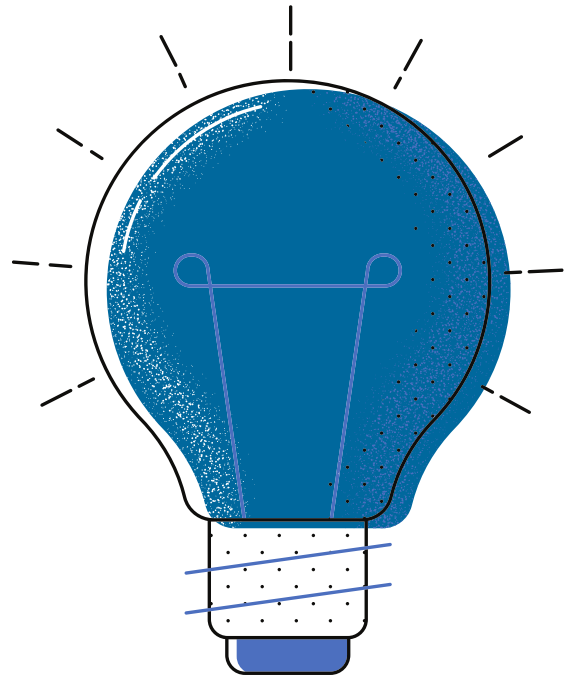
NEW INFORMATION

You learn that this employee helped develop the previous process and wasn't consulted about the change.

At your table:

1. Does that change your diagnosis?
2. What else would you need to know before you could confidently diagnose what's happening?

Apply STEP: THINK



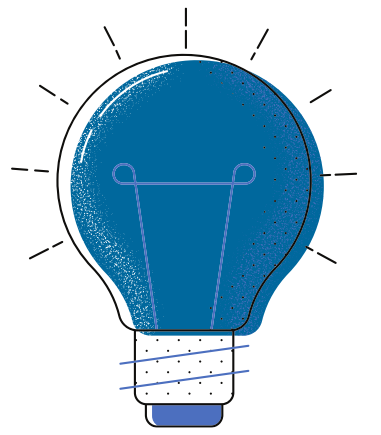
Answering these questions about the situation you chose earlier.

THINK CAREFULLY:

- Based on what you know: what might this really be about?
- Use the Situational Diagnosis Tool and identify one or two possibilities.
- What else might it be?
- What story might I be telling myself?

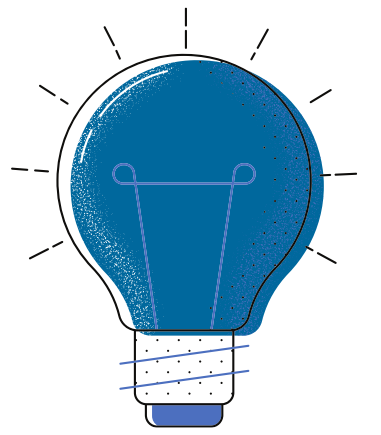
EVALUATE WISELY:
How should I respond?

From Why to How



Flip the Script

A sudden policy change is announced with a 30-day compliance deadline.



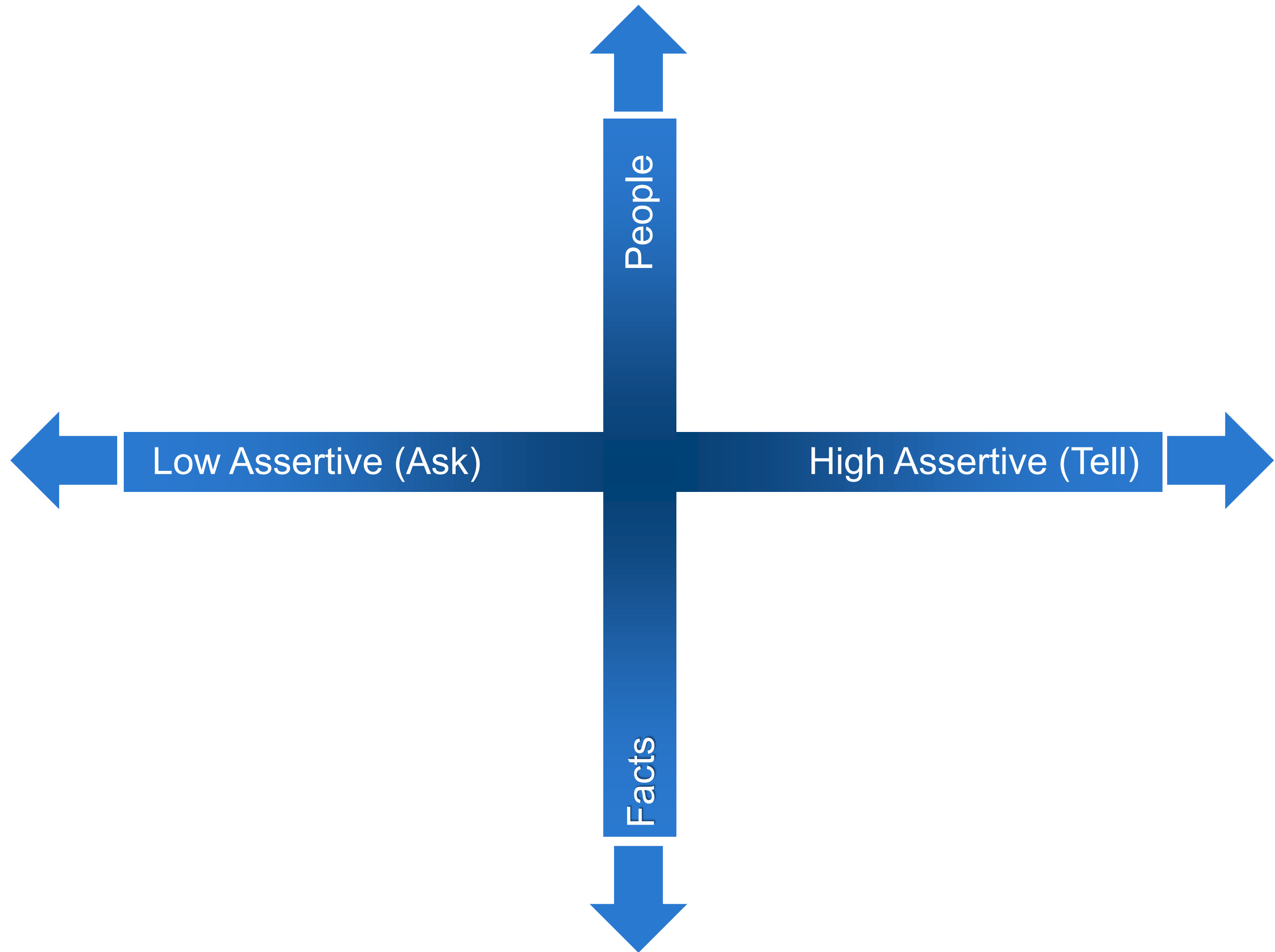
Flip the Script

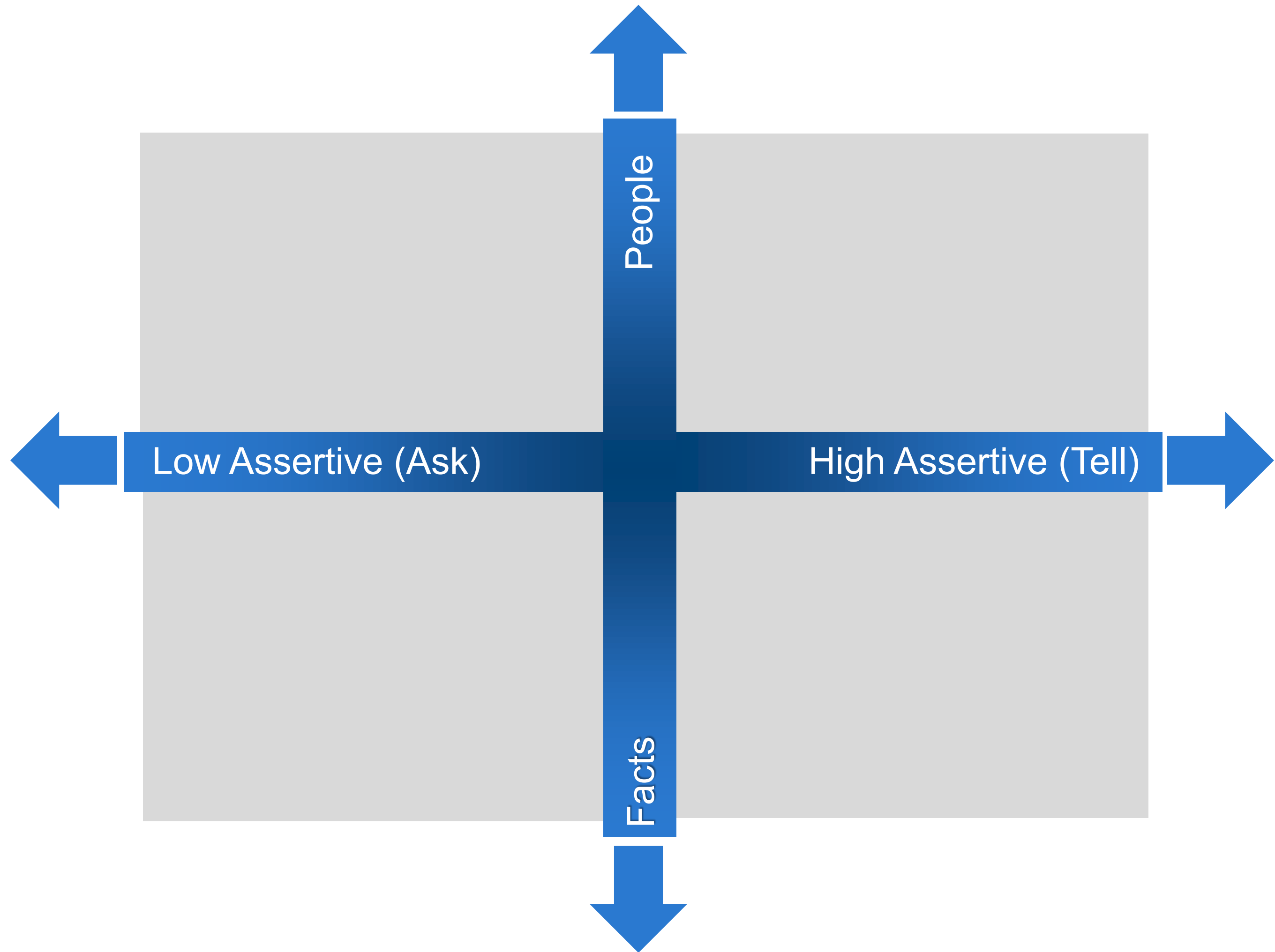
A project your team has been working on has just had its deadline moved up by two weeks.

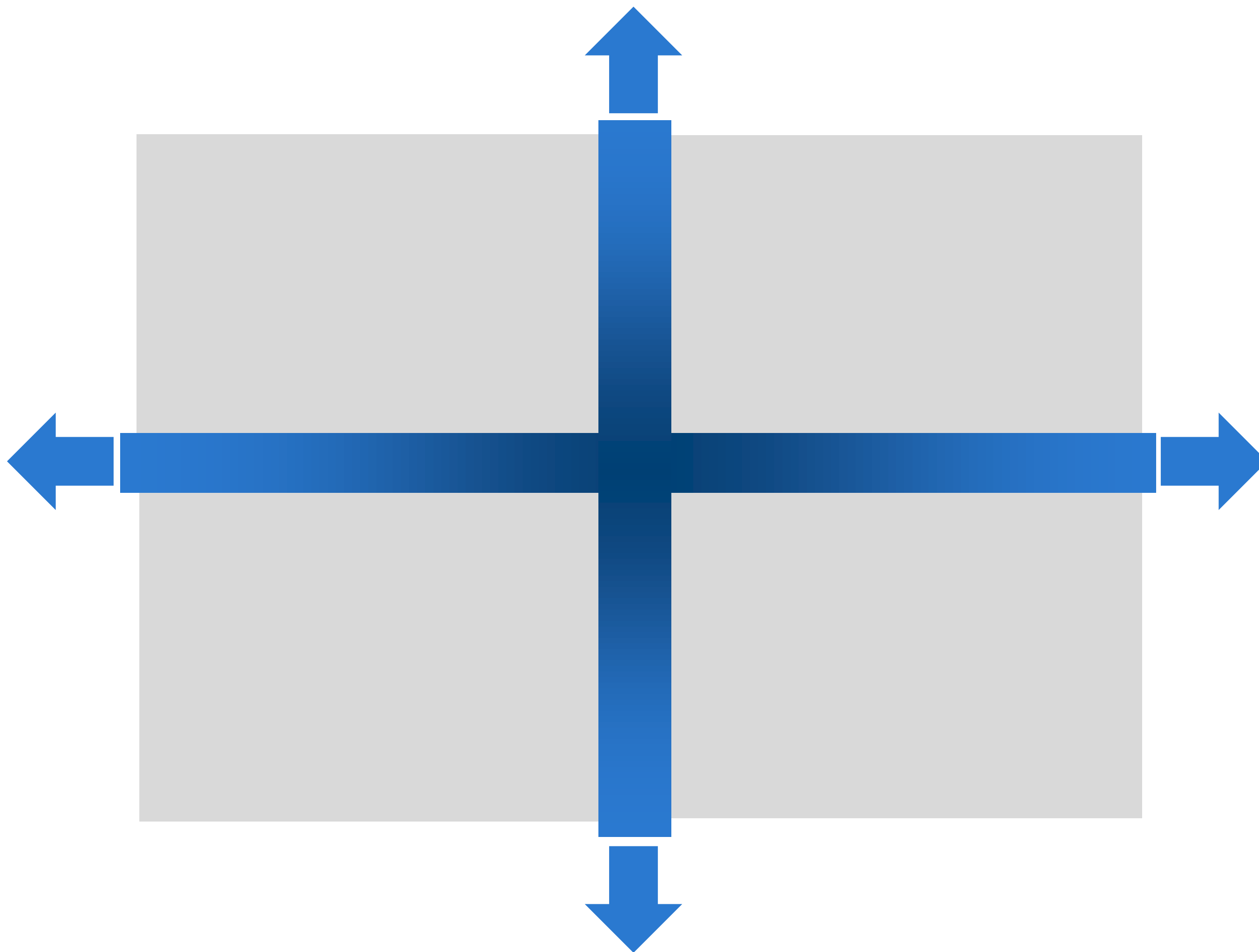
Match to the
Style

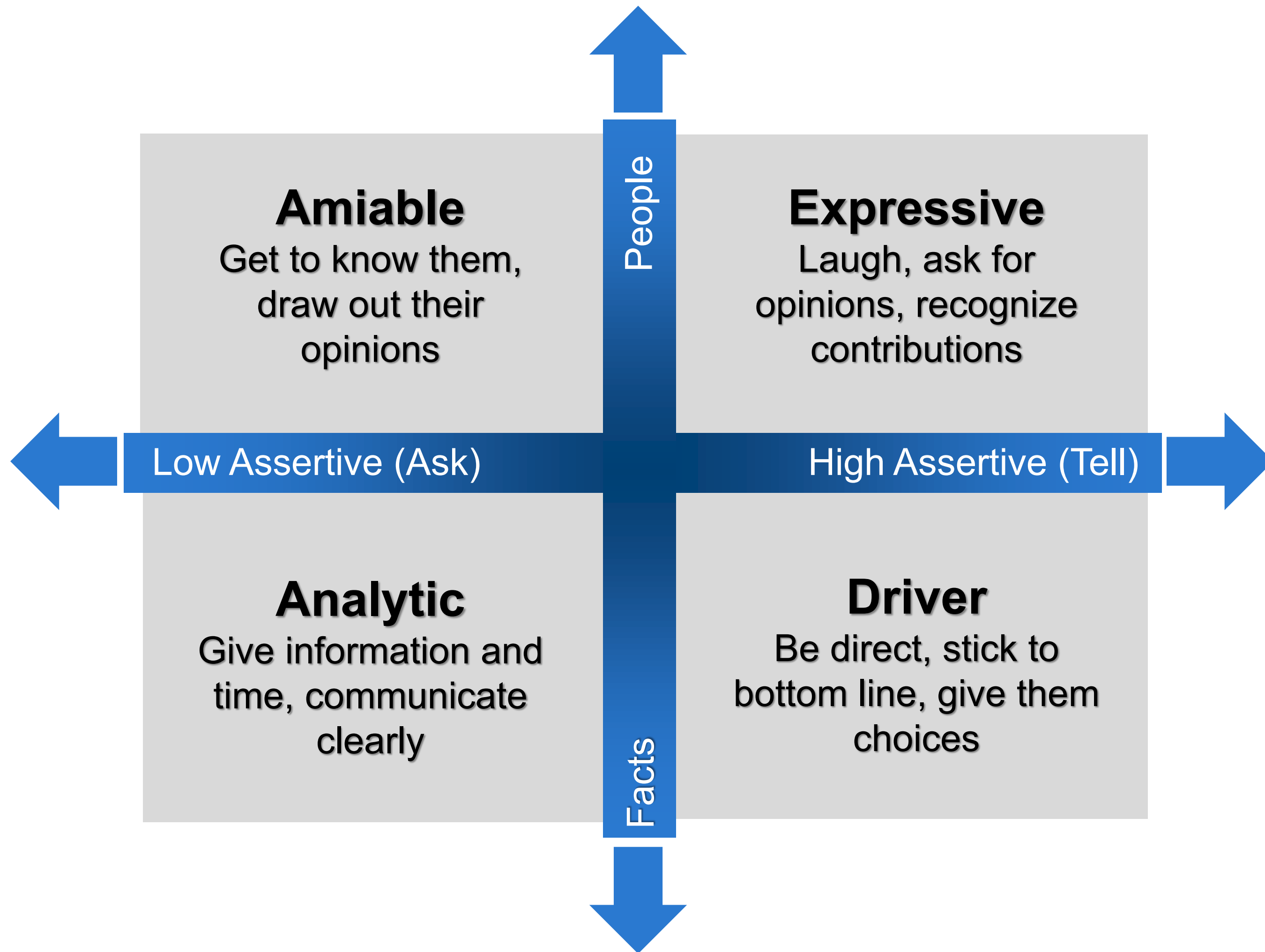


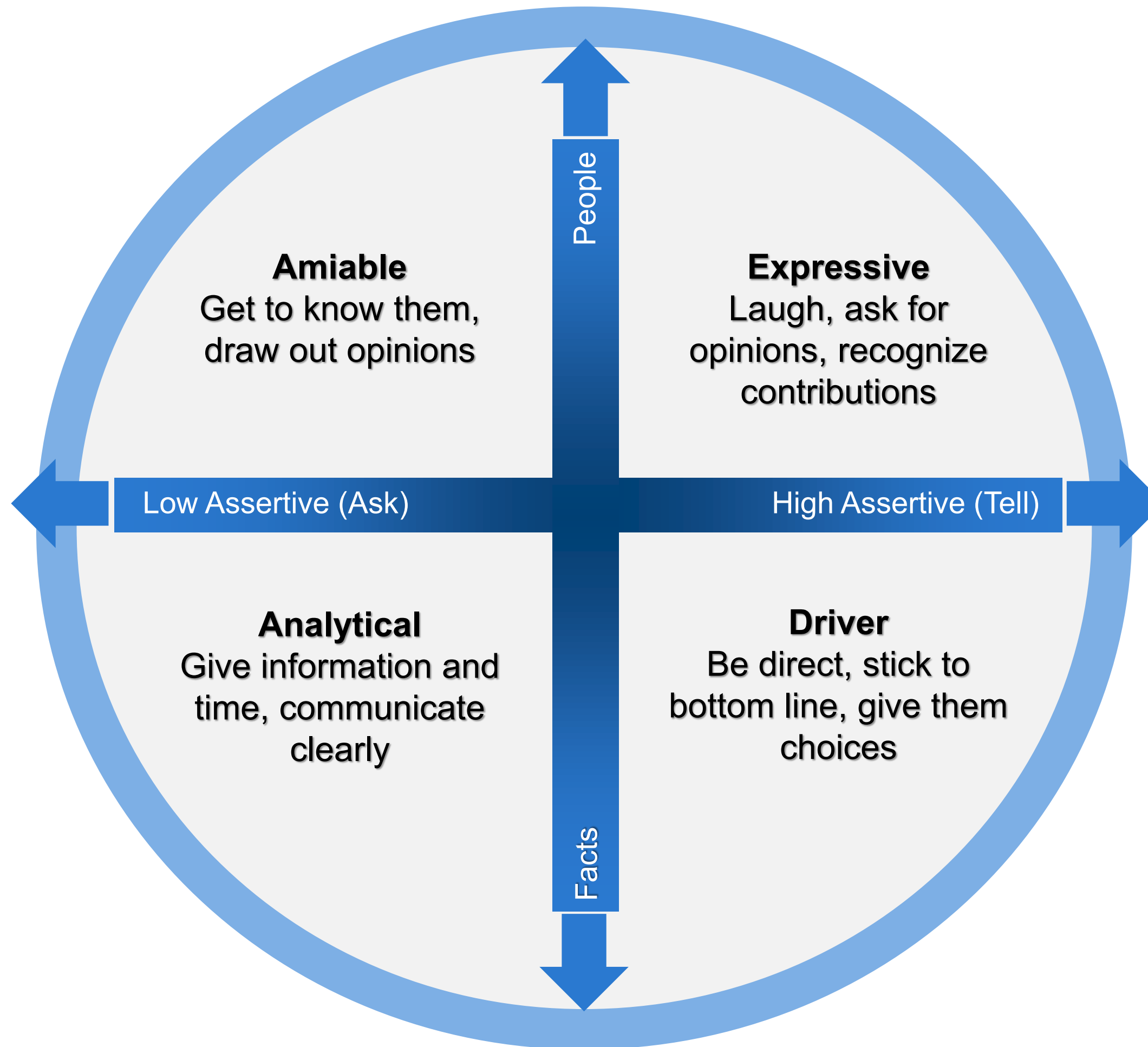


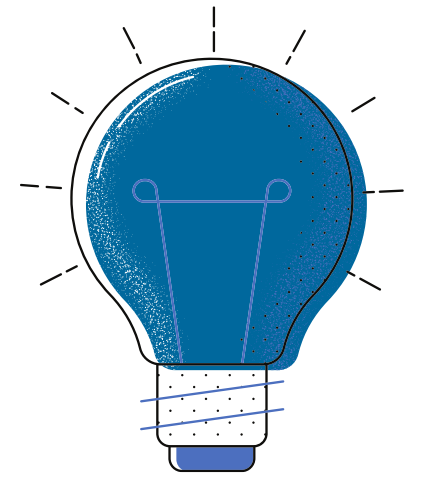








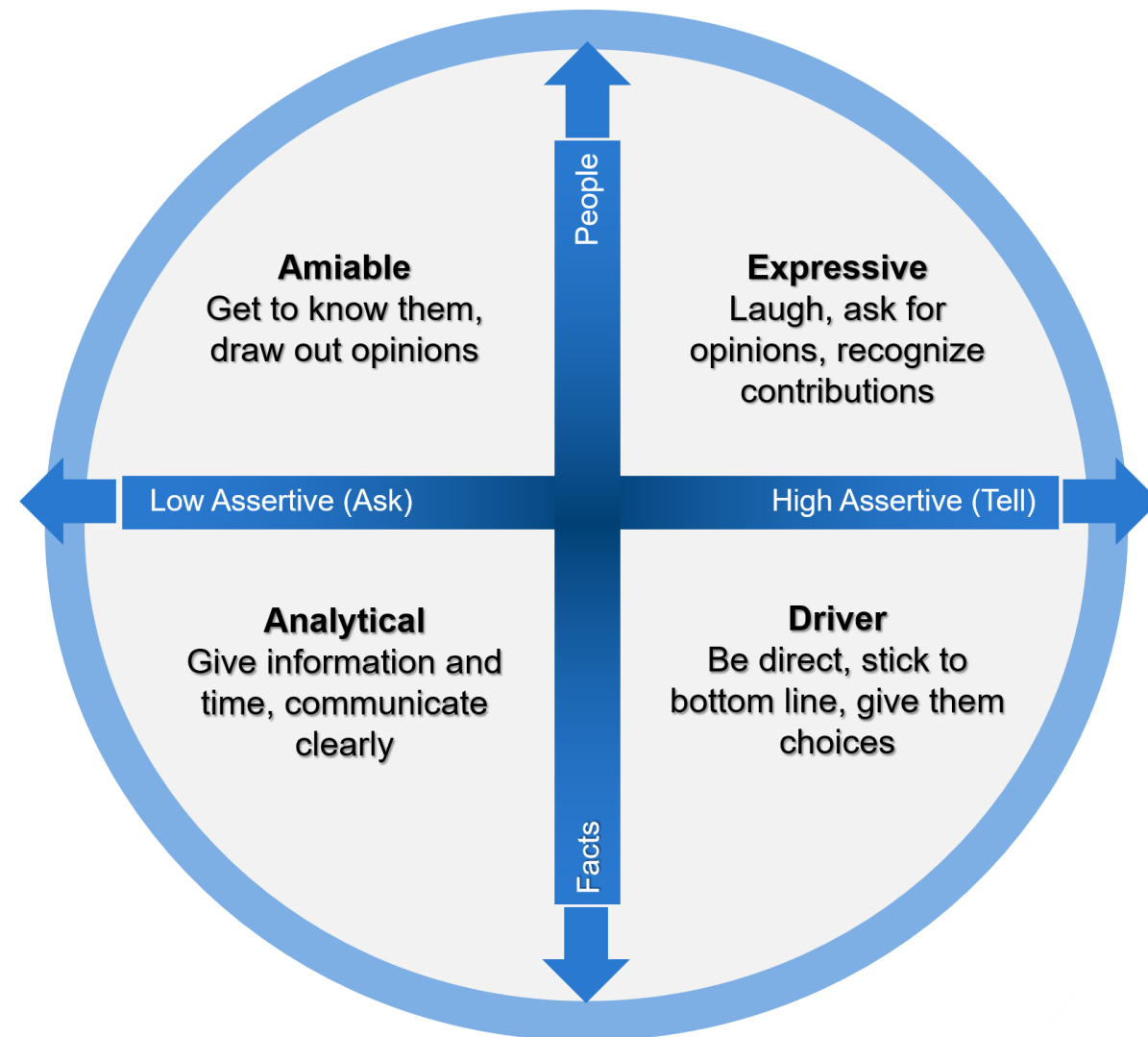


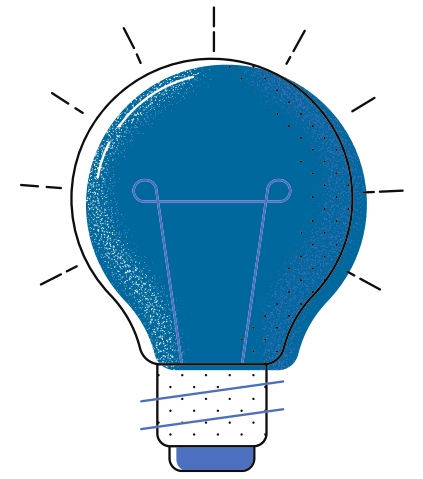


On Your Own

Pick a person in the situation you wrote down.

1. What do you think is *your* dominant style?
2. What do you think is *their* dominant style?
3. How can you adapt your style to theirs? (give them what they need)

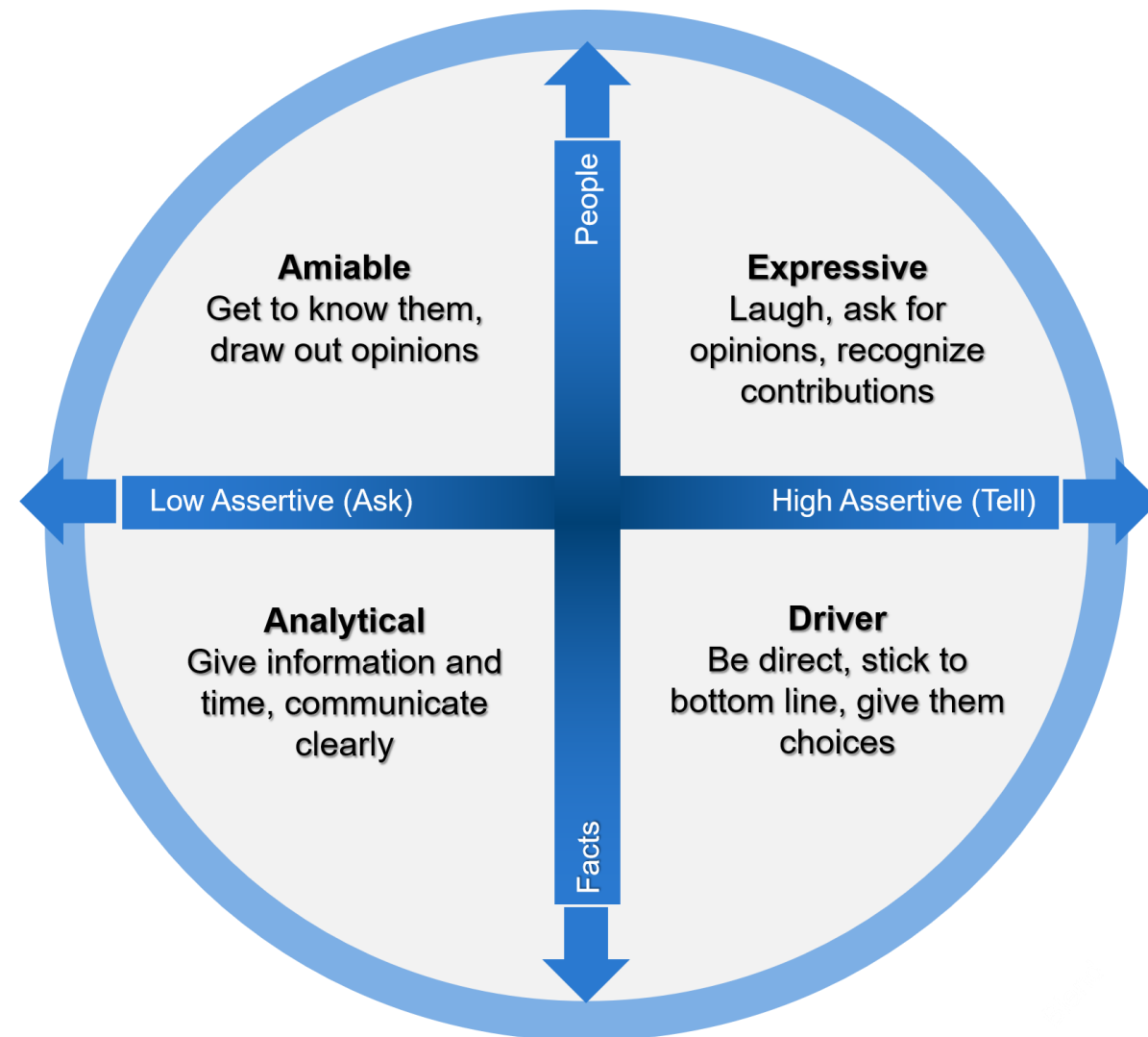




In Pairs

Share your answers.

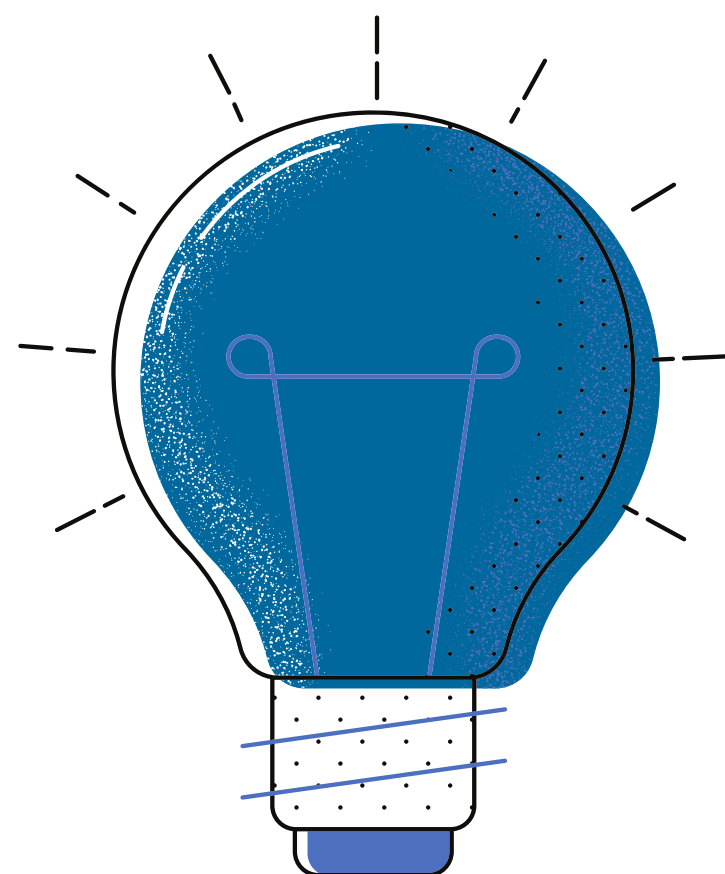
1. What do you think is *your* dominant style?
2. What do you think is *their* dominant style?
3. How can you adapt your style to theirs? (give them what they need)



Match to the Situation

At Your Table

Fill in the “Consider responding with” column.



What you're noticing

Confusion

Anxiety/change

Resistance

Low capability

Low ownership

Overload

Conflict

Uncertainty

Consider responding with...

Match to the Situation Tool

What you're noticing

Confusion

Anxiety/change

Resistance

Low capability

Low ownership

Overload

Conflict

Uncertainty

Consider responding with

Clarity

Steadiness

Curiosity

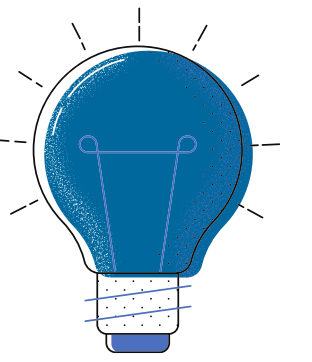
Coaching

Accountability

Prioritization

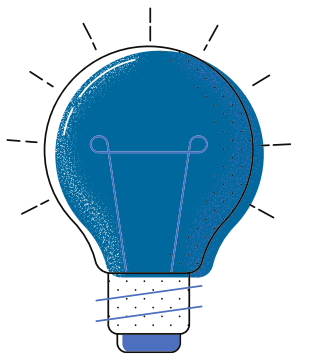
Facilitation/directness

Transparency/steadiness



How would you know?

Scenarios



You announce a new process your team will be required to implement. One of your strongest, most experienced employees says in front of the group:

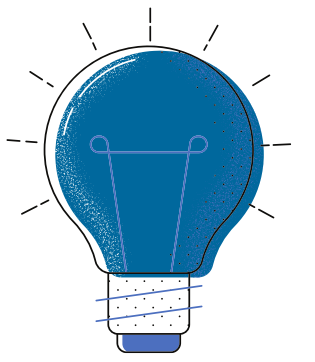
"I don't understand why we're doing this. The old process was working fine."

Two other employees nod."

At your table:

1. What does the situation need from us?

Scenarios



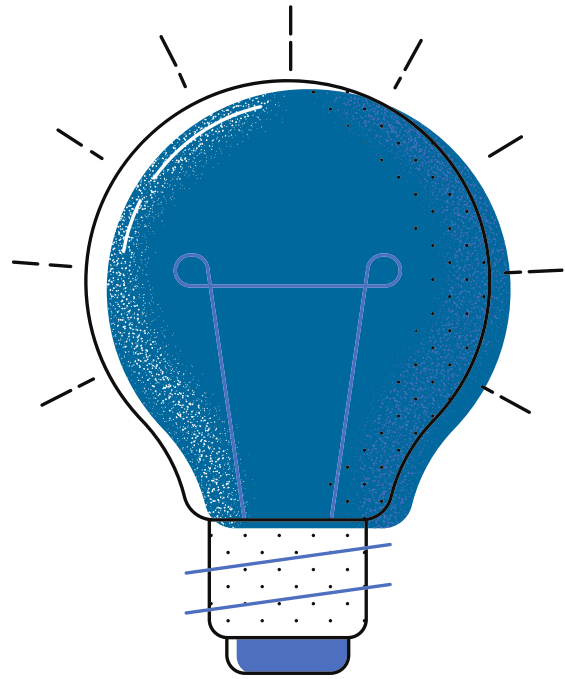
NEW INFORMATION

The new process is mandatory, but you discover the employee has identified two legitimate implementation concerns.

At your table:

1. Does this new information change either of your answers?

Apply STEP: EVALUATE



Answering these questions about the situation you chose earlier.

EVALUATE WISELY:

- What does this situation need from me?
- Look at the Match to the Situation Tool if it helps you expand your options.

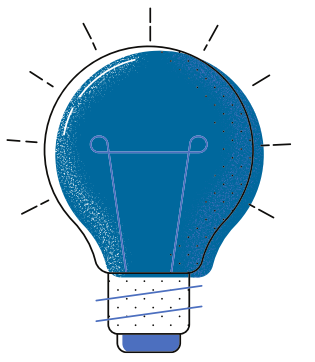
PROCEED INTENTIONALLY:

What will I do?

Three Questions Tool

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

Scenarios



You announce a new process your team will be required to implement. One of your strongest, most experienced employees says in front of the group:

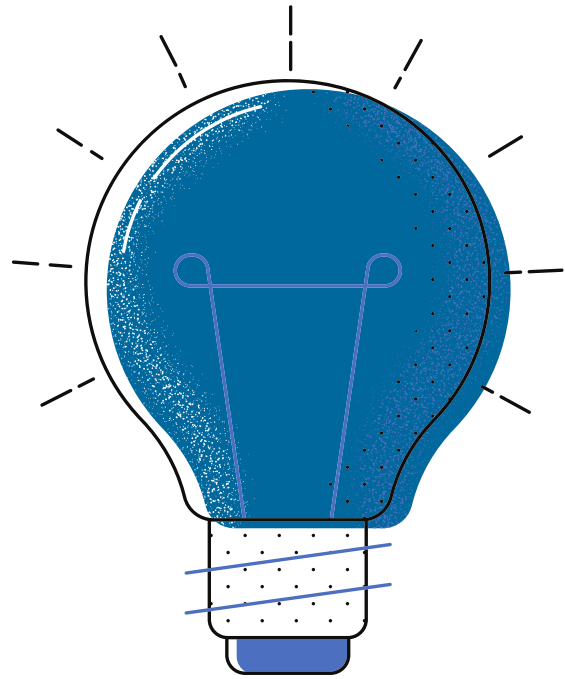
"I don't understand why we're doing this. The old process was working fine."

Two other employees nod."

At your table:

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

Apply STEP: PROCEED

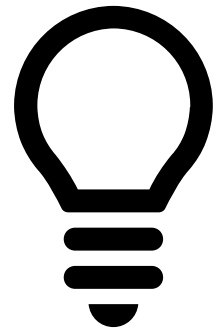


Answering these questions about the situation you chose earlier.

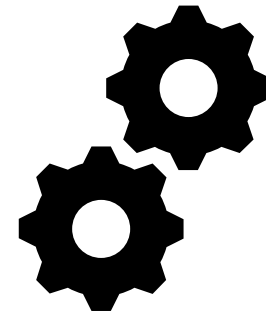
PROCEED INTENTIONALLY:

- What will I do?
- What will I say or ask?
- What will I watch for next?

Our Agenda



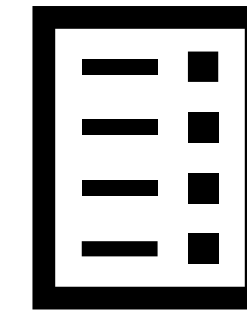
Understanding
the
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The STEP
Framework

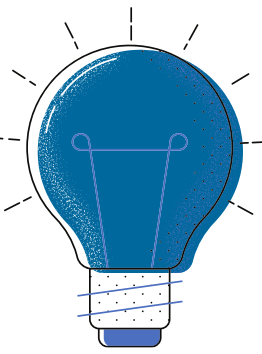


STEP Peer
Coaching Lab



Takeaways

With a partner



Partner job: Help them see something they might not have seen yet. Ask:

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?"

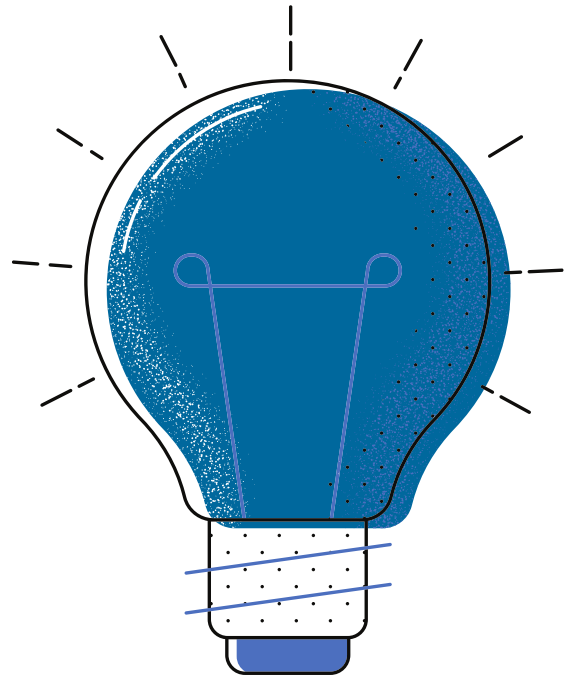
"Is that different from what comes naturally to you?"

PROCEED:

"What are you planning to do or say?"

"After talking this through, is there anything you'd change?"

Apply STEP: REFINE YOUR APPROACH



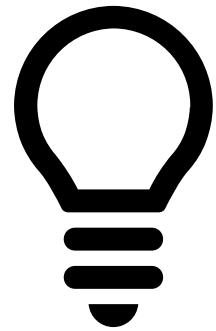
On your own: based on the conversation you just had, make any changes you want to your STEP plan.

You don't have to change anything. But if your partner helped you see something differently, capture it now.

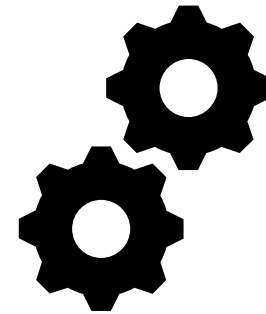
Then answer this question:

- What's the one thing you're now most likely to do differently?

Our Agenda



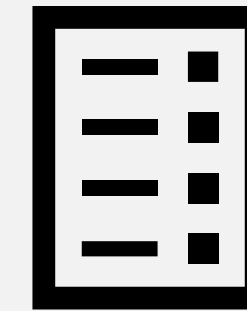
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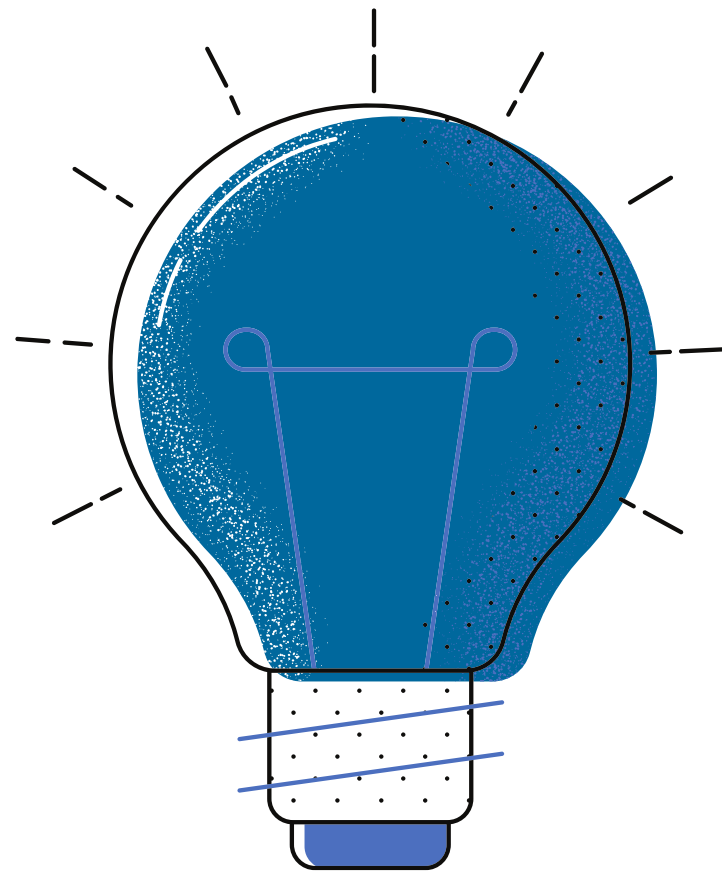


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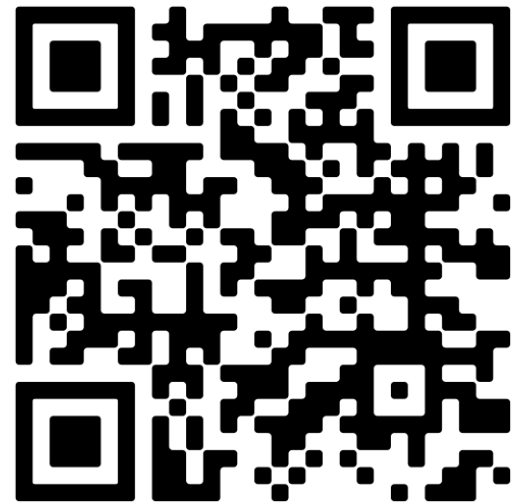
Takeaways

“Speed Takeaways”



On your own, write down the following:

1. One insight that challenged my thinking:
2. One situation where I will intentionally use STEP:
3. One leadership response I need to use more often:



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Get in touch with Mark

Text: (615) 656-0465

Email: mark@markskenny.com

Keynote Speaker and Leadership Advisor on
Uncommon Collaboration™

Situational Adaptability

MARKSKENNY.COM | MARK@MARKSKENNY.COM

mark **s** kenny