WORKSHEET + WORKED EXAMPLE

Agree What Support the Task Needs

A support agreement for one task, with a clear decision boundary and a check-in.

15 minutes together | Task-specific support conversation

Use it in three moves

1. Ask about this task and the person's own view of what they need.
2. Agree support and authority separately.
3. Revisit the arrangement as experience and conditions change.

Which task are we talking about?

Keep the conversation specific.

What has the person already done or learned?

Ask them; do not infer capability from confidence or seniority.

Where would more clarity or practice help?

Let the person describe the gap.

Agree What Support the Task Needs

YOUR WORKING NOTES / CONTINUED

What support will you offer?

Describe an action and leave room for a different request.

What can they decide, and what needs a check?

Match authority to the task; avoid vague “just use your judgment.”

How will you check whether the support fits?

Ask about over-helping as well as missing help.

A question for me

Am I offering the support they need or the kind that makes me feel useful?

See one way through

FICTIONAL WORKED EXAMPLE / NOT THE ANSWER TO YOUR SITUATION

Which task are we talking about?

Leading the next partner workshop.

What has the person already done or learned?

They have facilitated internal meetings but have not worked with this partner group.

Where would more clarity or practice help?

They want context about the partners and a chance to rehearse a difficult opening.

What support will you offer?

Share the partner history, co-design the opening, and rehearse it once together.

What can they decide, and what needs a check?

They can change the activity order. Check with me before making new commitments on behalf of the team.

How will you check whether the support fits?

Ten minutes after the rehearsal, ask what they now want me to step back from.

The thinking behind it

Support can create room to grow or make someone dependent on permission. Ask the person what your involvement makes easier and what it gets in the way of.

Situational leadership approaches distinguish support needs by task and experience. This is an original conversation aid, not a diagnostic version of a proprietary leadership model. It avoids assigning a fixed development label to a person.

Read You Have a Culture Problem by Nic Payne