Situational Leadership

Will and Skill

Use this checklist to assess the competence and willingness of a PhD student regarding a certain task.

Step 1: Description of the task:

Step 2A: Skill Checklist

How do you rate the skill of the PhD student (low – high), consider the following:
- Experience relevant to the task
- Professional knowledge relevant to the task
- Analytical ability
- Monitor progress and quality of the result
- Time efficiency

                                    Level of Skill   …………

Step 2B: Will Checklist

How do you rate the will of your PhD student (low – high), keep the following in mind:

- The willingness to be responsible for this task
- The willingness to carry out this task better and more efficiently
- Perseverance in the execution of this task
- Enjoyment in the execution of this task
- The need to work on this task independently

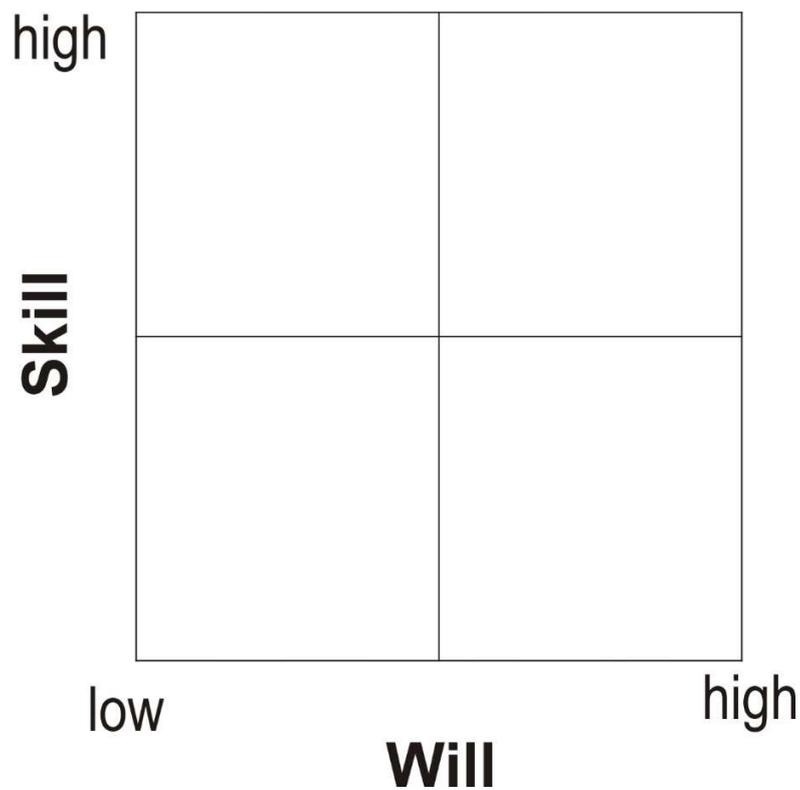   Level of Will   …………

Will – skill matrix

On this page you note the results of your PhD student in the will-skill matrix.

Step 3:
You mark a point on the X-axis for the level of motivation. Do the same for the level of competence on the Y-axis.

The intersection is the graphical representation of the task maturity of the PhD student.

Your supervision style

Use these checklists to determine the level of task oriented and person oriented supervision you provided with regards to the relevant task of the PhD student. These styles are also sometimes called direction and support.

Step 4A: Checklist Task Oriented Supervision / Direction

To what extent did you provide task oriented supervision:

- Setting targets for the PhD student to meet
- Arranging the work environment for the PhD student
- Prescribing work times
- Providing specific directives regarding the task execution
- Requesting regular and specified progress reports

Level of Task Oriented Supervision / Direction   …………

Step 4B: Checklist Person Oriented Supervision / Support

To what extent did you provide person oriented supervision through:

- Providing encouragement and showing involvement
- Discussing execution of the task
- Acting as an intermediary and supporting the PhD student in contact with others
- Demonstrating that you find the opinion of the PhD student relevant (listening, asking for input)
- Showing how pleased or displeased you were by the final outcome of the task execution

Level of Person Oriented Supervision / Support   ………

Style matrix

On this page you note the results of your supervision style.

Step 5:
You mark a point on the X-axis for the level of direction. Do the same for the measure of support on the Y-axis.
The intersection is the graphical representation of your supervision style.

much

Support

Little

much

Direction