

# Situational Leadership® II Overview

## Developing Competence, Gaining Commitment, Retaining Talent

### The Power of Leadership

The world of work, the rules, and the nature of leadership are changing. People are valued not just for the time they spend, but for the knowledge they bring to the table. They are playing different roles in initiating and implementing strategies to improve bottom-line performance. They facilitate rather than direct work processes. Leadership now comes from all levels. As a result, the traditional hierarchical pyramid is being inverted. Those most in touch with the customer are being empowered to make decisions. Leaders now serve as coaches, partners, and mentors, providing direction and support rather than simply giving orders or delegating work.

Managing and leading is something that you do *with* people, not *to* them. In order to accomplish more with fewer resources and in shorter periods of time, organizations need strong, yet flexible, leadership. Organizations need leadership principles that are understood and practiced by every member of the organization. And they need an individualized and flexible approach to developing people.

### The Bottom Line on Powerful Leadership

- One of the main reasons employees remain at their job is directly linked to the relationship they have with their manager.
- Studies show that organizations that have quality leadership development programs in place are more likely to outperform their competition.
- The majority of organizations today do not have a high level of confidence in their leaders' abilities.

Sources: Gallup Organization, The Saratoga Institute

### The Process

Situational Leadership® II (SLII®) is the most comprehensive and up-to-date, yet practical, method of effectively managing and developing people, time, and resources available today. It focuses on the fundamental changes in the role of the contemporary leader. SLII® helps leaders convert from boss, evaluator, judge, and critic to partner, facilitator, cheerleader, supporter, and coach.

SLII® will help develop people who truly want to be magnificent, are motivated to work independently, and want to align their goals with the goals of the organization. It will help increase the frequency and quality of conversations about performance and development.

SLII® is designed to reach beyond the training event to impact business results. It utilizes activities that significantly increase the likelihood that all learners will apply their new learning on the job. This design incorporates our best practices for making the training engaging and compelling, making it stick, making a lasting difference in the lives of the people we train, and getting the biggest payoff from the training itself.



## The Modules at a Glance

### Introduction

The first module provides an overview of the purposes of Situational Leadership® II and the core competencies of a Situational Leader. It describes how learners can get the most from their training by using their Impact Maps and the leadership style assessments included in the Prewrite Portfolio.

### Module 1— Leadership for the Future

This module uses a stream as a metaphor to teach learners about leadership in an organization and a world that is rapidly changing. It illustrates how change causes growth, but teaches that in the midst of change, leaders need to take time for reflection. They need to step back, observe the people they are managing, and listen to conversations in the organization to identify concerns that, if not heard, divert energy away from the organization's goals.

Learners discover the importance of flexibility and adaptability in developing people and in managing diversity and change. They are asked to focus on the competencies and the people they want to develop.

### Module 2—Beliefs and Building Blocks

Leadership itself is defined in this module, as well as the difference between successful and effective leadership. Learners discover why there is no “best style” and why the choice of leadership style depends on the situation. They learn that SLII® is a language as well as a strategy for reaching agreements with others about what they need to develop. The three skills of a Situational Leader are introduced along with the positive impact SLII® has on business results.

### Module 3—Diagnosis: The First Skill of a Situational Leader

Diagnosis is the ability to assess an individual's competence and commitment to decide which leadership style is most appropriate for the goal or task at hand. Learners are taught to identify clues in the situations they manage and to diagnose an individual's development level in order to determine how much direction or support is needed to develop the individual's skills, motivation, confidence, talent, and ability to contribute to the organization's success. They discuss the strengths and needs of each of the four development levels, practice diagnosing development level, and create their own “development level story” to use in teaching others the SLII® Model.

### Module 4—Flexibility: The Second Skill of a Situational Leader

Flexibility is the ability to use a variety of leadership styles comfortably.

Four leadership styles—Directing, Coaching, Supporting, and Delegating—are described in detail. Participants learn that effective leadership consists of four combinations of two basic behaviors—directive and supportive leadership behavior. They learn which behaviors are most important in developing others' competence and commitment. They practice using the four styles to deepen their understanding of each style.

### Module 5—Matching Leadership Style to Development Level

In this module, learners practice how to match their leadership style to development level. They learn how to develop others' motivation, competence, and confidence by using the right leadership style in a given situation. They also experience what it feels like to oversupervise, undersupervise, and mismatch leadership style to development level.

### Module 6—SLII® Skill Practice

This module provides extensive skill practice for mastering the first two skills of a Situational Leader—Diagnosis and Flexibility. Participants learn how to use Style 1 direction-giving skills to build others' competence, Style 2 coaching skills to build others' competence and commitment, Style 3 support-building skills to build others' motivation and confidence, and Style 4 delegation skills to acknowledge others' competence and commitment. They also learn how to manage development regression by staying in close touch with performance and development.

## Module 7—Partnering for Performance: The Third Skill of a Situational Leader

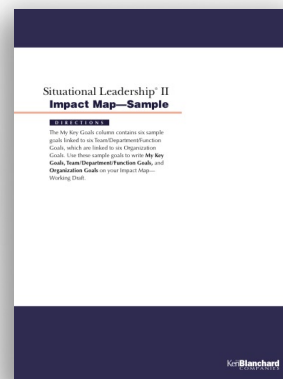
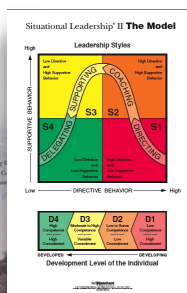
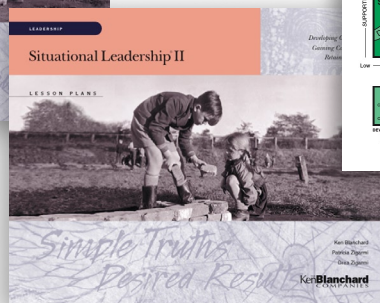
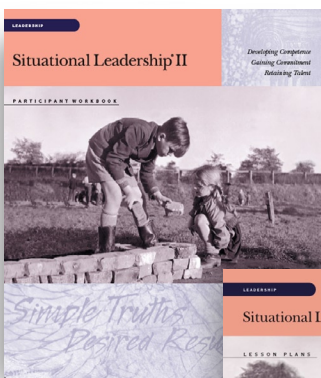
This module teaches learners how to use Partnering for Performance to open up communication and reach agreements with others about how to work together effectively. Participants learn how to involve others in setting goals and in deciding agreements about which leadership style should be used to help them achieve those goals. They learn how to use the Partnering for Performance Worksheet to diagnose the development level of an individual they currently lead.

## Action Planning

To support the transfer of skills back to the workplace, learners refine their Impact Maps, identify critical actions, and develop a game plan for becoming a Situational Leader. They are also introduced to the contents of the SLII® Tool Kit, which includes invaluable resources to ensure that they effectively use the skills of a Situational Leader upon their return to work.

## Strengths and Advantages of SLII®

- The SLII® Model has stood the test of time. The model was first developed in 1969. It has been continually updated and refined to incorporate the latest research on leadership. The essence of SLII® continues to be as viable today as it was when it was developed. Its conceptual, philosophical, and research-based foundation makes it one of the most widely used, respected, and recognized leadership model available today.
- SLII® was developed by Ken Blanchard and his consulting team—experienced business people who write and deliver Blanchard® programs and consult with individuals, groups, and organizations.
- SLII® has an extensive research base, and also resonates with people intellectually and emotionally.
- SLII® is the only leadership program with both content validity and face validity.
- SLII® provides an overarching conceptual framework that offers a big-picture look at what effective leadership behavior is and complements other skill-building programs.
- SLII® is one of the few programs on the market that links learning to explicit business objectives. Individual, team, and organization goals are established before training begins.
- SLII® uses engaging, interactive accelerated learning activities that are learner-focused rather than instructor-focused.
- Results and impact are key. The SLII® process focuses on tools and processes that support real work. That means fewer generic roleplays and skill practices and more practice with real situations. Every activity embedded in the program is a dress rehearsal for work back on the job.
- SLII® teaches leaders to do more than just respond to a specific situation with a memorized skill. It teaches them to analyze, diagnose, think, and apply the concepts regardless of the situation.
- SLII® provides a very specific process for changing behavior because it teaches people how to turn intentions into action.



## Desired Results

The training process is divided into three levels, with each level identifying potential training outcomes and payoffs.

## Knowledge and Awareness

At this level leaders obtain an overall understanding of

- Development levels and the four leadership styles
- How to manage others more effectively by being flexible
- How to create a common language and framework to use in developing others
- How to open up communication between leaders and the people they lead
- The consequences of using inappropriate leadership styles and the negative impact of oversupervision or undersupervision

## Skills

At this level leaders attain skills on how to

- Diagnose the development levels of people on key tasks
- Use the SLII® language in meetings and interactions with staff members on a day-to-day basis
- Develop motivated and productive team members
- Tailor their leadership style in a way that is most appropriate for the situation
- Direct and support people
- Improve communication skills

## Individual and Organizational Outcomes

At this level leaders now know how to implement SLII® in order to obtain or achieve

- Measurable results in all areas of the organization that support organization-wide culture change and the evolution toward our High Performing Organizations model
- Clear goals that are tied to the organization's goals so that every one is either working on goals that support the organization's goals or supporting someone whose key goals support the organization's goals
- Systems that are in place to track performance through partnering and One on One meetings between individuals and their managers
- A common language and basis for action
- Intentions that are transformed into behaviors linked to individual and organizational accountability
- Managers and supervisors who are highly skilled, flexible leaders
- Managers and leaders who are highly skilled at providing work direction, goal setting, coaching, performance evaluation, active listening, feedback, and proactive problem solving
- Reduced turnover and absenteeism
- Increased employee retention
- Increased individual and organizational productivity
- Improved job satisfaction and morale at all levels
- Improved levels of internal and external customer service
- Leadership bench strength

## Delivery Options

- Organizational Consultation and Visioning
- Impact Mapping and Goal Alignment
- Diagnostic Tools and Assessments
- Keynote Speeches
- Online Learning
- Onsite and Remote Delivery
- Seminars and Public Workshops
- Training for Trainers

### Ordering and Information

In the United States  
760 489-5005 or 800 728-6000

In Canada  
905 568-2678 or 800 665-5023

In the United Kingdom  
44 208 540 5404

All Other Countries 760 839-8070