

# SLII. Powering Inspired Leaders



## PRODUCT OVERVIEW

# The SLII Experience™

With business moving at a blistering pace, there's more pressure than ever for leaders to be effective at leading successful teams. But often, they don't have the skills to be the agile, adaptive leaders they need to be and struggle building meaningful connections with their people to drive results.

It's not for lack of trying or wanting to be great leaders. Research has shown that most leaders use one leadership style—so they don't know how to unleash the potential of their people.

They need to *learn how* to lead situationally.

Blanchard's SLII® empowers leaders to become adaptive—a requirement for our uncertain times. Backed by 40 years of research and an unmatched track record of results, The SLII Experience™ teaches your leaders how to lead situationally by giving their people the right support or direction at the right time.

SLII enables leaders to build deeper relationships—with their work, their company, and their colleagues—making every day more inspiring, motivating, and meaningful.

**Training your managers to be situational leaders will result in:**



Accelerated Development



A Common Leadership Language



Increased Retention and Morale



Proactive Problem Solvers

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## WHO SHOULD ATTEND?

Individuals in leadership roles who want to increase their effectiveness

Executives and senior-level managers

Mid-level or new managers or supervisors

## FLEXIBLE DELIVERY METHODS. CONSISTENT RESULTS.

Organisations can choose the delivery method for The SLII Experience: face-to-face, live virtual, or asynchronous. All delivery formats use a four-part learning path to ensure your managers master the content and become situational leaders.

- **LAUNCH**—Engaging assignments that explain key concepts
- **LEARN**—Activities that teach leaders the skills and language to lead situationally
- **PRACTICE**—Activities based on personal work challenges that develop new skills
- **MASTER**—Strategies that reinforce the learning and make it second nature to set SMART goals, diagnose development level, and use the matching leadership style

When you work with Blanchard to improve the skills of your leaders, you can be confident that you'll help your organisation. We partner with you to teach you proven best practices that will result in the greatest return on your investment. Leaders deserve to be equipped with the right framework and tools to be successful. With more inspired leaders, morale and engagement will improve, team members will feel supported, employees will become more creative problem solvers, and company productivity will increase.

**Contact Blanchard Australia to get started  
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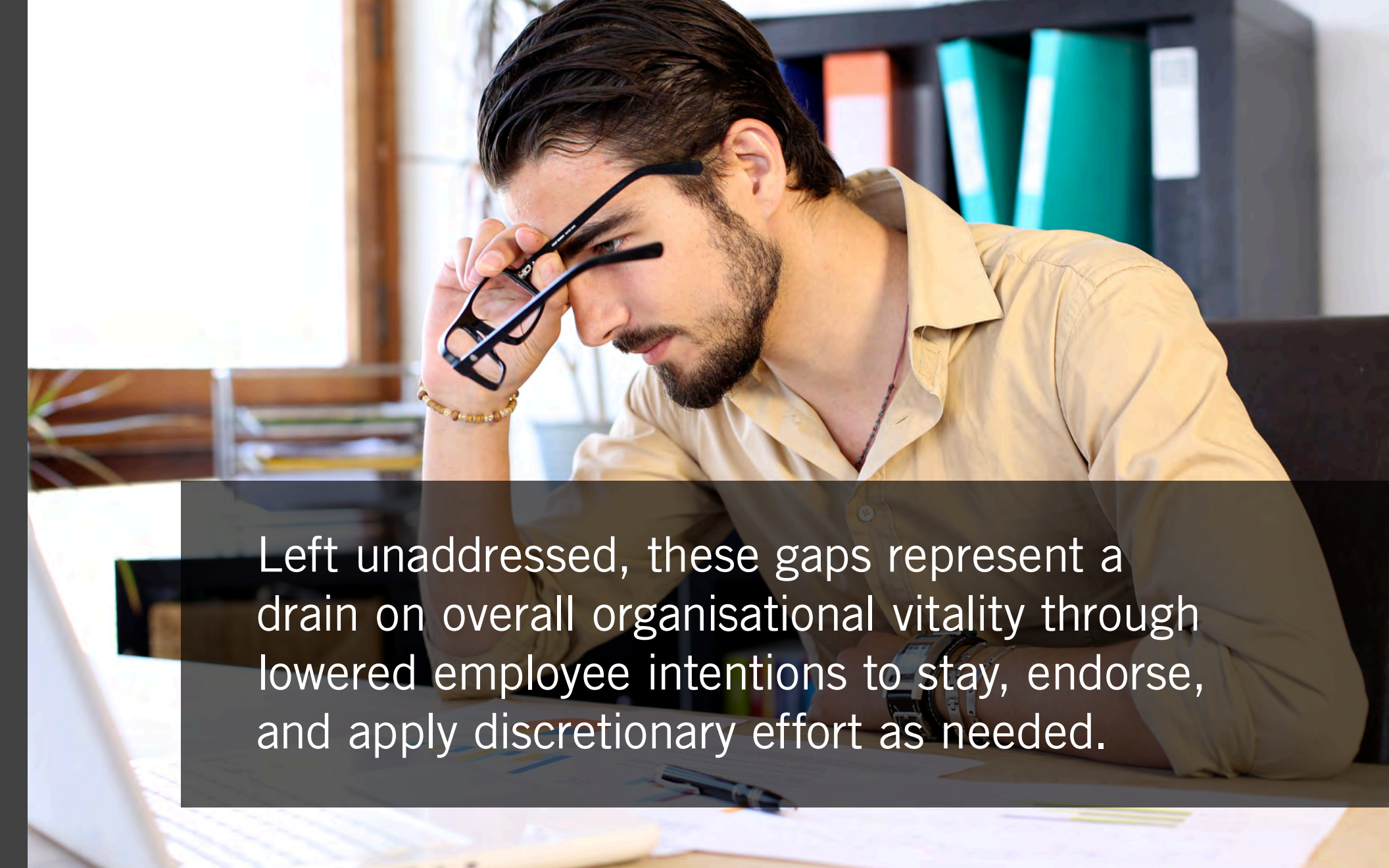
**EBOOK**

# WHY IT'S CRUCIAL FOR YOUR LEADERS TO TAKE A SITUATIONAL APPROACH TO MANAGEMENT

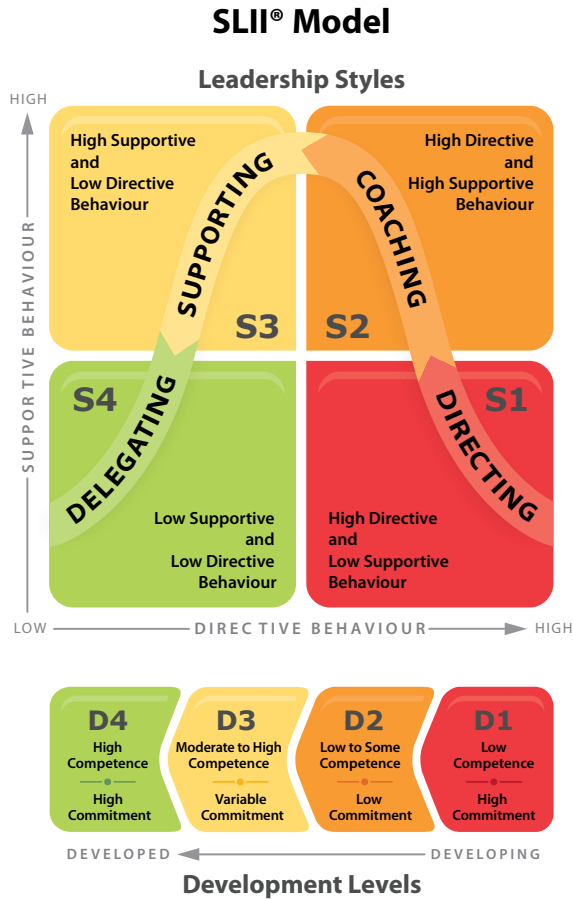
# Done well, performance management is a partnership.

But research indicates there are significant gaps between what employees expect from their leaders and what they actually experience at work.




A man with dark hair and a beard, wearing a light-colored button-down shirt and black-rimmed glasses, is sitting at a desk. He is looking down at a laptop screen, with his right hand resting on his forehead and holding the temple of his glasses. He is wearing a gold-toned beaded bracelet on his right wrist and a watch on his left wrist. In the background, there are shelves with colorful binders (blue, green, orange) and a window with natural light. A semi-transparent dark grey box with white text is overlaid on the lower half of the image.

Left unaddressed, these gaps represent a drain on overall organisational vitality through lowered employee intentions to stay, endorse, and apply discretionary effort as needed.



SLII® is a model and process that helps managers be more purposeful and intentional in their conversations with people.

This creates a culture where people are clear and aligned on objectives so that they can achieve organisational goals faster.

A group of four business professionals (three women and one man) are gathered around a whiteboard in a modern office. One woman is pointing at the whiteboard with a pen, while the others look on with interest and smiles. The man is wearing a suit and tie, and the women are dressed in business attire. The background shows large windows and office architecture.

**With SLII, managers and direct reports learn how to speak a common language that builds trust and a sense of partnership.**



Leaders learn how to give people the right amount of direction and support for each task or goal they face at the exact time they need it.

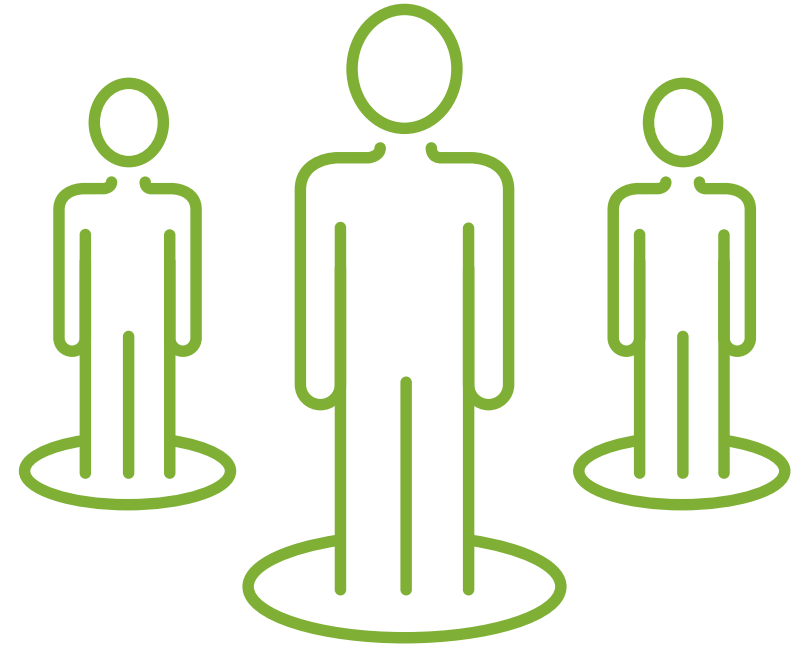




**Leaders also learn how to adjust their style to fit the situation. Too much direction is just as bad as too little direction.**

- Providing too much direction on tasks where a person is already competent feels like micromanagement.
- Providing too little direction when questions or problems come up feels like abandonment or being set up to fail.

We know from asking hundreds of thousands of people that the best leaders are situational leaders—they flexibly match each person's needs for direction and support with the right leadership style for that person, in that moment, on a specific goal or task.



In SLII, managers learn three foundational skills that teach them how to partner with their people.

Most important, managers learn that leadership is not something you do *TO* people; it's something you do *WITH* people.



# The three foundational skills managers learn are

- **Goal Setting**

Getting aligned on what needs to be done and when.

- **Diagnosing**

Having a conversation with an individual to understand what their competence and commitment are on a specific goal or task.

- **Matching**

Learning how to use a variety of leadership styles comfortably to provide individuals with what they need when they need it.





## GOAL SETTING

SLII teaches managers how to set goals with their people that are specific and trackable—and then goes one step further to ensure goals are also relevant, attainable, and motivating. This way, everyone is on the same page, with a clear understanding of how their work contributes to the bigger picture.

## DIAGNOSING

SLII teaches managers how to diagnose what each person needs in terms of direction and support on a specific goal or task. Managers learn how to provide clear direction on a task that is new, and how to take a more hands-off approach when the person is already skilled at the task.







## **MATCHING**

SLII teaches managers how to use the leadership style that gives the needed amount of direction and support to each person at every stage of a task or goal. This helps people progress through stages of learning more quickly so that they can master their tasks and achieve their goals.

It's about giving people the exact leadership style they need—**when they need it.**



# Great managers aren't born—they're trained.

As the world's most taught leadership model, SLII is used by top companies around the world to train over 150,000 new managers each year. Help your managers to be the leaders their people need. Contact us today to get started.

**[www.blanchardaustralia.com.au](http://www.blanchardaustralia.com.au)**

or call **1300 25 26 24**

# Blanchard<sup>®</sup> AUSTRALIA

The Ken Blanchard Companies<sup>®</sup> is the global leader in management training. For more than 35 years, Blanchard<sup>®</sup> has been creating the best managers in the world, training over 150,000 people per year. From the award-winning First-time Manager program—based on the best-selling business book, *The New One Minute Manager*<sup>®</sup>—to SII<sup>®</sup>, the most widely taught leadership model in the world, Blanchard is the expert in management training across all levels of an organisation and is the provider of choice by Fortune 500 companies as well as small to medium businesses, governments, and educational and nonprofit organisations.

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LEADING

AT A

HIGHER  
LEVEL

BLANCHARD ON LEADERSHIP AND CREATING  
HIGH PERFORMING ORGANIZATIONS

T H I R D   E D I T I O N

# SLII®: The Integrating Concept

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If empowerment is the key to treating people the right way and motivating them to treat your customers right, having a strategy to shift the emphasis from leader as boss and evaluator to leader as partner and cheerleader is imperative. But what, exactly, is the right leadership style?

Is the direct report new and inexperienced about the task at hand? Then more guidance and direction are called for. Is the direct report experienced and skilled? That person requires less hands-on supervision. All of us are at different levels of development depending on the task we are working on at a particular time. To bring out the best in others, leadership must match the development level of the person being led. Giving people too much or too little direction has a negative impact on their development.

SLII® is based on the belief that people can and want to develop, and there is no best leadership style to encourage that development. You should tailor leadership style to the situation.

## Leadership Styles

There are four basic leadership styles in SLII® leadership: *directing*, *coaching*, *supporting*, and *delegating*. These correspond with the four basic development levels: *Enthusiastic*



*Beginner, Disillusioned Learner, Capable but Cautious Performer and Self-Reliant Achiever.*

Enthusiastic Beginners need a *directing* style, Disillusioned Learners need a *coaching* style, Capable but Cautious Performers need a *supporting* style and Self-Reliant Achievers need a *delegating* style.

Development level varies from goal to goal or task to task. An individual can be at one level of development on one goal or task and be at a different level of development on another goal or task.

## **The Three Skills of an SLII® Leader**

To become effective as a SLII® leader, you must master these three skills:

1. **Goal Setting.** All good performance starts with clear goals. Clarifying goals involves making sure that people understand two things: first, what they are being asked to do—their areas of accountability—and second, what good performance looks like—the performance standards by which they will be evaluated.
2. **Diagnosis.** You must diagnose the development level of your direct reports on each of their goals and tasks by looking at two factors—competence and commitment. Competence is the sum of knowledge and skills an individual brings to a goal or task. Commitment has to do with a person's motivation and confidence about a goal or task.
3. **Matching.** You must match your leadership style to the development level of the person you are leading. Over supervising or under supervising—that is, giving people too much or too little direction—has a negative impact on people's development.



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T H I R D   E D I T I O N

# One-on-One Leadership

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At its best, leadership is a partnership that involves mutual trust between two people who work together to achieve common goals. Both leader and follower influence each other. Leadership shifts between them, depending on the task and who has the competence and commitment to deal with it. Both parties play a role in determining how things get done.

One-on-one leadership is about creating such side-by-side leadership relationships. It is a process for increasing the quality and quantity of conversations between managers and direct reports. These alignment conversations not only help people perform better, but they also help everyone involved feel better about themselves and each other.

## One-on-One Leadership and the Performance Management System

When one-on-one leadership is done well, it becomes an integral part of an effective performance management system. This system consists of three parts:

1. **Performance Planning.** After everyone is clear on the organizational vision and direction, it's during performance planning that leaders agree with their direct reports about the goals and objectives they should be focusing on. At this stage the traditional hierarchal pyramid is effective, as the leader provides vision and direction.

2. **Performance Coaching.** Next, the hierarchal pyramid is turned upside-down as leaders support people in accomplishing the goals, doing everything they can to help direct reports be successful. At this stage, managers work for their people, praising progress and redirecting less than optimal performance.
3. **Performance Review.** This is where a manager and direct report sit down and assess the direct report's performance over time. When one-on-one weekly meetings are scheduled, open and honest discussions about the direct report's performance and concerns take place on an ongoing basis, creating mutual understanding and agreement.