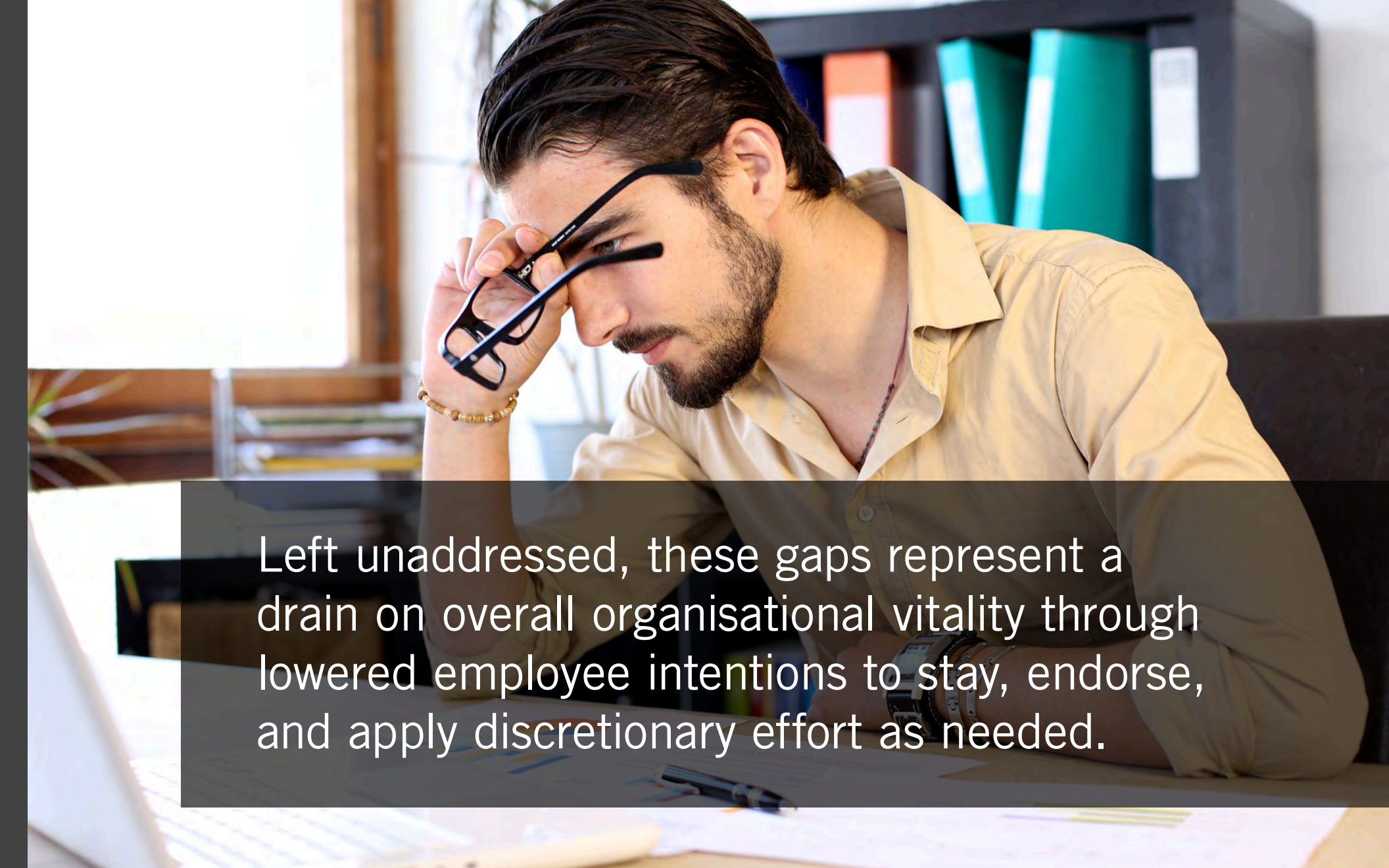


EBOOK

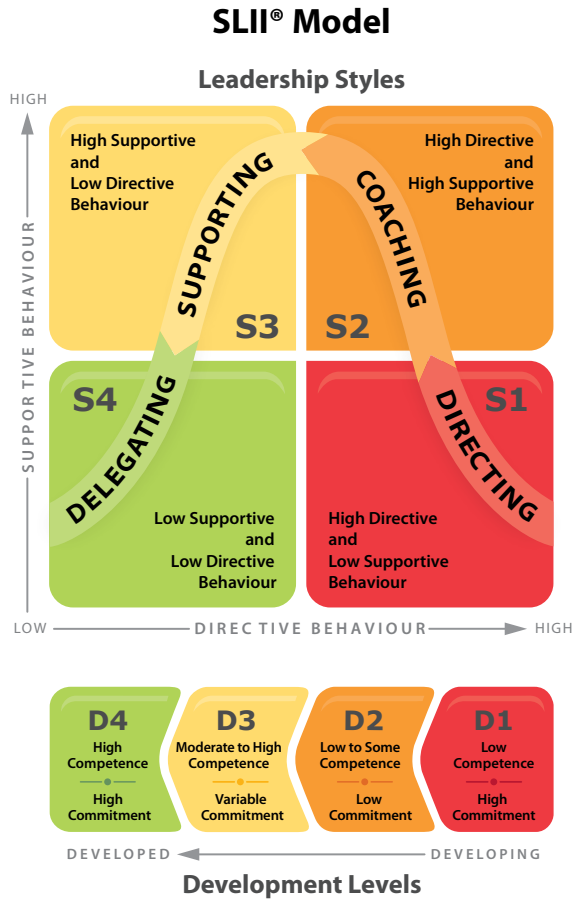
WHY IT'S CRUCIAL FOR YOUR LEADERS TO TAKE A SITUATIONAL APPROACH TO MANAGEMENT

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 chain 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 a plant. 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 in business casual 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.

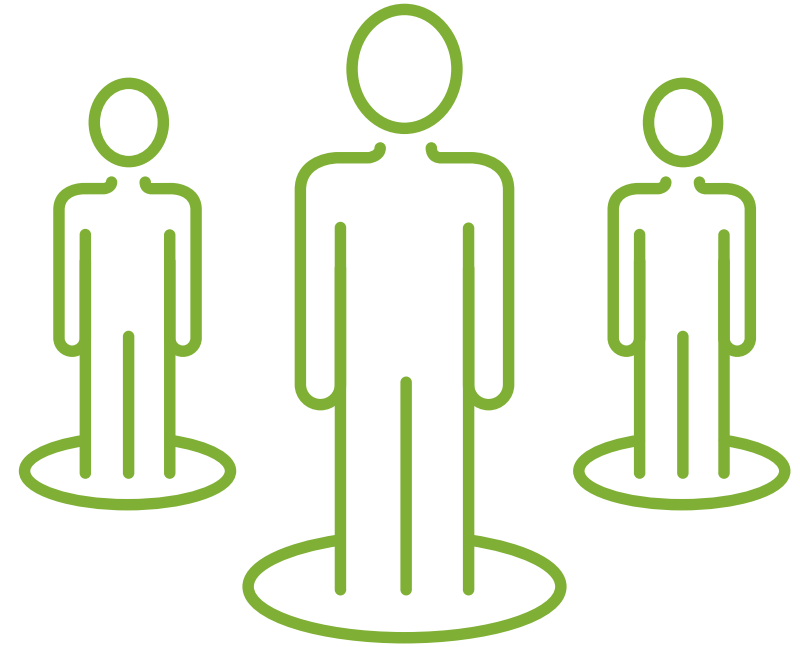
Leaders learn how to give people the right amount of direction and support for each task or goal they face at the exact time they need it.



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.



A woman with long brown hair, wearing a light blue button-down shirt, stands in the foreground, holding a blue marker and pointing towards a whiteboard. She is looking off to the side with a slight smile. In the background, three other people are seated at a table, looking towards the whiteboard. The setting appears to be a modern office or meeting room with large windows in the background.

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.

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