

Leading High Performance with SLII® Programme

To provide participants with a deeper understanding of Blanchard's SLII® and its principles, practices, tools and techniques. Participants will recognise their accountability for the development and ultimately the performance of those who fall under their influence.

They will understand how leadership behaviours have a direct impact on individual, team and organisational performance. By using SLII®, they will be able to evaluate their own leadership behaviours and understand how their preferred leadership style(s) should be adapted to the specific situations. As leaders, they will recognise their responsibilities in diagnosing situations in order to establish the accurate matching of leadership behaviours. Finally, they will understand, recognise and interpret the conditions that exist in any given situation in terms of commitment and competency.

By the end of this programme, participants will be able to:

- 🌈 Recognise the accountability inherent in their leadership role
- 🌈 Understand the need to develop people to achieve and maintain 'self-reliant achiever' status
- 🌈 Recognise the difference between behavioural issues and task related issues
- 🌈 Understand and interpret behaviours at the task level and make accurate diagnoses
- 🌈 Use their diagnoses to consistently apply a range of effective leadership styles
- 🌈 Self-evaluate their leadership behaviours and recognise their preferences
- 🌈 Vary levels of direction and support to maximise individual and team productivity
- 🌈 Utilise a range of leadership and development tools and recognise how they fit into the principles of SLII®
- 🌈 Recognise the need for regular, honest 1-to-1 feedback
- 🌈 Lead performance in a fair and consistent way
- 🌈 Use a diagnostic approach at the task level to create effective development plans and strategies



Recommended programme structure

Pre-programme activities & foundation learning

Session 1 (2 hours)
Exploring the relationship between leadership and management

Embed the learning & prep for Session 2

Session 2 (2 hours)
Real world application of SLII® Practices

Embed the learning & prep for Session 3

Session 3 (2 hours)
Performance Assessment – Results and Behaviours



Pre-programme activities & foundation learning

Pre-programme activities

Before attending the programme, we strongly recommend that each participant agrees his/her personal objectives for their leadership development with their own line manager. In cases where this is not practical, we would expect the participants will develop their own goals, using the programme objectives to understand its potential.

Participants will also complete the on-line Leadership Behaviour Assessment II® (LBAII®) in order to determine style preferences and provide a platform for feedback on their individual leadership style. This questionnaire creates a report that will be used in the face-to-face module. In addition, they will download the SLII® workbook that runs alongside the learning.

Foundation learning

Participants will use the workbook to drive their foundation learning. This will include exercises on:

- 🎯 Goal setting and gaining agreement
- 🎯 The impact of over-supervision & under-supervision

The foundation learning includes three short videos.

Session 1 (2 hours) Exploring the relationship between leadership and management

Defining leadership

In this opening session we will review the differences between management and leadership and ensure that participants understand how strong leadership, and its associated behaviours, are not confined to the traditional line-management role. It has never been more important for the strong leader's influence to extend throughout the organisation and beyond.

Blanchard's SLII® - The theory & practice

We begin by introducing the three parts of the 'alignment conversation'; Goal Agreement, Diagnosis & Matching. Having studied the principles of Goal Agreement in the foundation we host a short Q&A followed by a detailed exploration of the four distinct development stages that individuals go through as they develop their ability to complete new tasks. Then we examine the leadership factors that are required to develop people effectively and consider some of the common challenges that situational leaders face.



Participants will also learn how to interpret behaviours in terms of the levels of commitment and competence being demonstrated. In doing so, they will then recognise how to closely match levels of direction and support to motivate and develop people, as well as understanding the impact of mis-matching leadership styles.

The SLII® reports

Participants' reports will provide individual feedback on style flexibility, style effectiveness and the development needs for each participant. The facilitator will also help each participant understand their report and how to use it as part of their overall leadership development plan and brief them on 'what happens next'!

Embed the learning & prep for Session 2

We encourage the use of the 'Team Assessment Sheet' as a way of ensuring that SLII® principles are transferred into daily management practice.

The participants will be encouraged to examine their individual reports and come prepared with any question or observations they would like to pose at the beginning of session 2.

**Session 2 (2 hours)
Real world application of SLII® Practices**

Review of individual Leadership Behaviour Analysis (LBAII®)

The individual reports and the questionnaire are used extensively during this session in order to explore SLII® in full and for participants to fully understand its potential as a framework for individual and team development as well as driving high performance.

A key message in this session is to adopt a more conscious, active approach to choosing leadership styles rather than to simply going with 'preference'.

Developing your people

In this session we examine the full range of development tools available to the leader. These are positioned in terms of the level of direction and support that each delivers. This session further deepens understanding of SLII® and ensures that leadership behaviours are carefully positioned into the model. We will review the appropriate application of a range of key leadership tools including training, feedback, coaching, delegation and mentoring. Links forward to session 3 are made where we look at feedback in more detail.



Real-world SLII®

Participants will be invited to share their observations of team members and discuss them with their colleagues. Participants will use their diagnostic skills to decide on the best style for positive influence on individual and team development and the resulting performance.

Embed the learning & prep for Session 3

Participants will be encouraged to deploy the SLII® principles to real-life situations and be prepared to report on them during the final session.

They will also undertake the following preparatory activities:

- 🎯 The feedback eLearning/video
- 🎯 Download the 'Focus on Feedback' handout
- 🎯 Download the 'Feedback and conversation starters case studies'

Session 3 (2 hours) Performance Assessment – Results and Behaviours

Assessing performance

The participants will begin this session examining four different performance types. They will investigate the behaviour these four different types demonstrate, their impact on others and how much time leaders will need to spend with them. The participants will then design individual strategies for dealing effectively with each of the performance types drawing on the tools from the previous sessions.

Feedback and conversation starters

We continue to set the context for the use of SLII® by comparing and contrasting task and results-based measures with behavioural expectations and issues. After a short Q&A on feedback, participants will then use case studies to practice applying the principles of feedback and conversation starters.

Dealing with underperformance

Diagnosing the cause or causes of underperformance is clearly vital in understanding what strategies to adopt to tackle the issues. Recognising these issues early will ensure remedial action is kept to a minimum and that issues do not escalate to formal disciplinary procedures. Participants are asked to reflect on 7 key questions when dealing with underperformance which force the leader to examine their own influence on the performance levels.



Action planning

The final session of the workshop will be to challenge the participants on what they will keep doing (because SLII® has validated it), what they will stop doing (because it is either not adding value or worse is destroying it) and finally, what they will start doing (because SLII® has highlighted that it will enhance their leadership influence and impact).

We will recommend that they focus on:

- 🔄 'Business-as-usual' activities and using their diagnostic approach
- 🔄 Continued observations and evaluations of their team
- 🔄 Tracking the D1-D4 journey at the task level with each member of their team
- 🔄 Establishing a common language for development and performance
- 🔄 Using the 'Team assessment sheet' wisely
- 🔄 Regular and effective interactions with their people

