

## Leading High Performance with SLII®

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### Workshop Objective

To provide participants with a deeper understanding of Blanchard's Situational Leadership II® (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 specific situations.

The second half of the workshop will focus on the practical application of SLII®, exploring how it can be used in terms of delegation, leading performance, feedback and coaching.

### By the end of this workshop, 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 and results 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
- 🌀 Delegate tasks with confidence
- 🌀 Lead performance in a fair and consistent way
- 🌀 Use a diagnostic approach at the task level to create effective development plans

### Pre-workshop activities

Before the workshop, participants will complete the on-line SLII® Concepts Evaluation in order to determine style preferences and provide a platform for feedback on their individual leadership style.

Participants will also have access to a range of useful resources and a workbook that will be used during the training.



## Detailed workshop agenda

### 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.

### Ground Rules, Behaviours and Results

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. Using a practical exercise we will create clarity surrounding the behavioural and results-based measures of success and position the use of SLII® as a powerful tool for positively influencing both dimensions of performance.

### Blanchard's SLII® Concepts® - The theory & practice

In this session, the participants will explore their individual SLII® preference(s). They will investigate the theory of Blanchard's SLII® Concepts® and the four distinct development stages that individuals go through as they develop their ability to complete new tasks before examining 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

Their 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.

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 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 deliver. 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.

## Using SLII® for effective delegation

Delegation is often challenging and SLII® provides a perfect framework for understanding how, when and to whom we should delegate. In this session, participants will explore the detailed needs of the employee before, during and after a delegated task is undertaken. Participants will understand the needs of the person to whom they have delegated to by using the same diagnostic approach. The session outputs are highly practical and define the leadership behaviours needed to delegate effectively at each of the four development stages defined by SLII®.

## Focus on feedback & coaching

Here we review the key tools of feedback (S1 & S2 Leadership style) and coaching (S3 & S4 Leadership style). We recommend different ways of using feedback depending on the situation and present a couple of options for structuring a coaching conversation, again depending on what is being coached.

## 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
- 🌈 Partnering with their people for success
- 🌈 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
- 🌈 Regular and effective interactions with their people
- 🌈 Documenting successes and challenges for full review in follow up session

