

## Leading High Performance with Situational Leadership II®

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### Programme 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 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 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 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

## Workshop structure and indicative agenda

### Pre-workshop activities

Before attending the workshop 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 SLII® Concepts Evaluation 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.

### 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.

#### 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. Through the use of a short exercise and detailed, facilitated de-brief 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 Situational Leadership II® - The theory & practice

In this session the participants will explore their individual 'Situational Leadership' preference. They will investigate the theory of Blanchard's Situational Leadership II 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'.

## 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 interpret the behavioural and task-based observations they have made and furthermore, will decide on the best style.

Another option here is to use role-play to embed the knowledge and understanding. Case studies are presented and small group practice style adaption with peer-group a trainer-led feedback. Case studies can be generic or tailored to suit the organisation/department/function.

In this session we focus heavily on the principles of diagnosis and overlay the influence that 'risk' has on our application of a given leadership style. Participants then understand that choosing the appropriate style is not only a powerful development strategy but also, a key factor in minimising and mitigating risk as well as a framework for short, medium and long term planning.

## Partnering for success

Having explored the model in detail in the previous session, we will then examine the ways in which it is introduced to teams both individually and, where appropriate, collectively. The group will share thoughts and ideas surrounding the following applications:

- 🎯 Establishing a common language of development and performance
- 🎯 Self-awareness and self-assessment
- 🎯 Ensuring the 'task-based' nature of the model is maintained
- 🎯 Creating development plans
- 🎯 Use of the model to implement change



## 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.

## 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®.

## 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
- 🎯 Conscious style adaption decisions
- 🎯 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 on the surgery day

