

AT A GLANCE

SLII®

blanchard.

Six SLII® Conversations

Alignment Conversations are used to set SMART goals and tasks and to discuss the leadership style match for development level.

The four **Style Conversations** are used to develop competence and commitment.

One on One Conversations help the leader provide team members with the leadership style response they want.

In these six conversations, situational leaders use the three skills of SLII to align on goals, development levels, and leadership styles.



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1 Goal Setting

the first skill of SLII

SMART Goals and Tasks are

Specific

What exactly is the goal or task and what does a good job look like?

Motivating

Is the goal or task meaningful for the individual?

Attainable

Is the goal realistic and achievable?

Relevant

Is the goal important and aligned with organization goals?

Trackable

How will progress and results be measured and tracked?

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Development level is goal or task specific!

2 Diagnosing

the second skill of SLII

Development Level Descriptors

D4 Self-Reliant Achiever

Competence

- Accomplished
- Consistently competent
- Recognized by others as an expert

Commitment

- Self-reliant; autonomous
- Justifiably confident; self-assured
- Inspired; inspires others

D3 Capable, but Cautious, Contributor

Competence

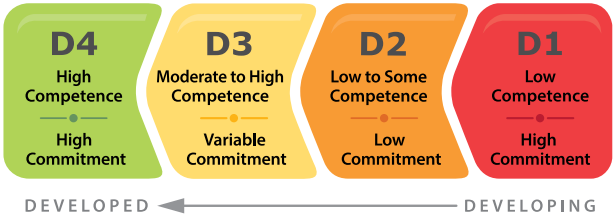
- Demonstrated competence; experienced
- Makes productive contributions
- Generally skillful and adept

Commitment

- Sometimes hesitant, unsure, tentative
- Not always confident; self-critical
- May be bored or apathetic

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Development Levels



D2 Disillusioned Learner

Competence

- Has some knowledge and skills; learning; not competent yet
- Doesn't know how to move forward
- Inconsistent performance and progress

Commitment

- Discouraged and frustrated; may be ready to quit
- Overwhelmed; demotivated
- Confused and concerned; afraid of making mistakes

D1 Enthusiastic Beginner

Competence

- New to the goal or task
- Inexperienced
- Don't know what they don't know

Commitment

- Eager to learn; curious; willing to take direction
- Enthusiastic; excited
- Confident about transferable skills and confident learning won't be difficult

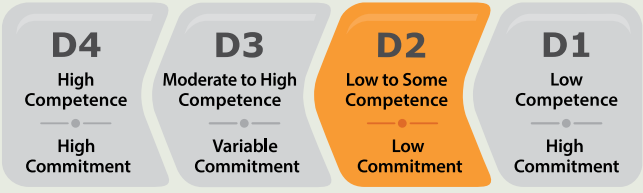
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D1 Needs

- Acknowledgment for transferable skills, enthusiasm, and initiative
- SMART goals
- Timelines and check-in points
- Priorities
- Role clarity
- Limits to autonomy/authority
- A step-by-step plan for learning
- Direction about what and how; training
- Concrete examples/templates
- Solutions to problems
- Opportunities to practice
- Access to resources and information
- Lots of feedback on progress



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Disillusioned Learner

D2 Needs

- Someone to listen to concerns
- More clarity on goals and roles
- Perspective
- Explanations of why; rationale
- Opportunities to be involved in problem solving and decision making
- Alternatives; advice
- More direction about how
- Coaching to refine skills
- Feedback on work
- Reassurance and encouragement

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Capable, but Cautious, Contributor

D3 Needs

- Opportunities to demonstrate competence
- Opportunities to express feelings and concerns
- Opportunities to test ideas; a sounding board
- Good questions about the work being done
- A vote of confidence and encouragement
- Opinions about ideas, if asked; help in getting something done, if needed
- Reminders of past successes
- Acknowledgment of high levels of competence and contribution
- Suggestions for making the goal more interesting or challenging (if motivation is low)

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Self-Reliant Achiever

D4 Needs

- Trust
- Visibility as a contributor/an expert
- Opportunities to be creative and innovative
- Autonomy; influence
- Opportunities to grow
- Opportunities to teach and mentor others
- Resources to perform at D4, if requested
- To be valued for contributions



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There is no best leadership style

3 Matching

the third skill of SLII

S3 Supporting

S3 Intention

Build confidence in competence

How

1. Ask D3 for input about what and how
2. Listen and encourage
3. Facilitate problem solving by asking open-ended questions

S2 Coaching

S2 Intention

Re-energize and reteach

How

1. Explore concerns and encourage
2. Explain why
3. Redirect and reteach
4. Involve in problem solving

S4 Delegating

S4 Intention

Value contribution

How

1. Acknowledge expertise
2. Support autonomy
3. Invite innovation and ongoing learning

S1 Directing

S1 Intention

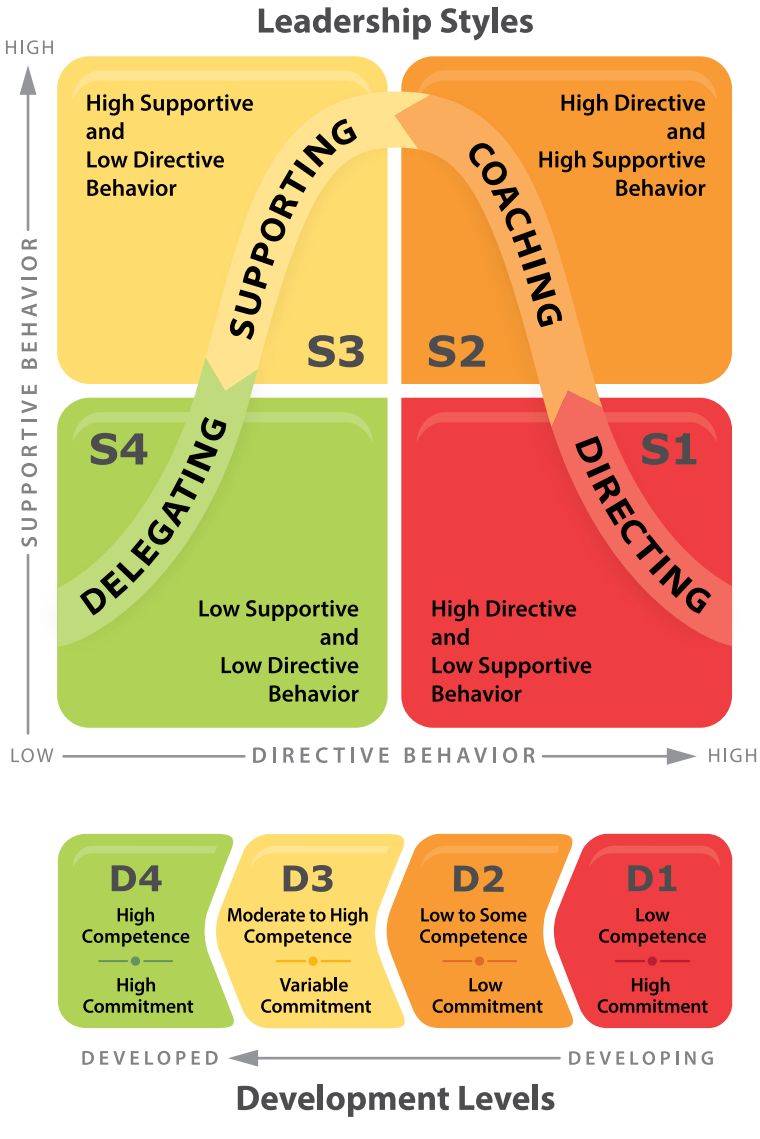
Help others build competence

How

1. Acknowledge transferable skills and/or commitment
2. Give direction about what, how, and when
3. Check in frequently

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SLII® Model



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S1 SLII® Conversation Starters

Leadership Behaviors	What to Say
CONNECT	
Clarify purpose of meeting	What I'd like to talk to you about is …
Acknowledge transferable skills	Your skills of … will be really helpful.
Acknowledge enthusiasm and initiative	I appreciate your …
ALIGN	
Define SMART goals	What I'd like you to do is (list outcomes) … by (add date).
Get Style 1 agreement (development level and leadership style)	Since you haven't done this before, would it be helpful if I provided you with some direction, resources, information …?
Clarify performance tracking	We'll track your progress by …
Set priorities	The priority of this goal/task/project is …
Clarify roles	What you need to do is … And here's what I'll do to help you …
Define boundaries	You can go this far, but then you'll need to check in with me …
TEACH	
Develop a plan to learn	To learn how to do this, first you need to …
Teach/show; provide direction and examples	Let me show you how to do this.
Provide information/ resources/solutions	Here's some information that will be helpful …
Direct problem solving	Here's what I'd like you to do to solve this problem.
Provide opportunities to practice new skills	Try this a few times before we get together.
Provide feedback on how	Here's what I've observed …
RECONNECT	
Check for understanding and alignment	So, why don't you recap/tell me what you've heard so I can make sure I've given you the direction you need to be successful.
Follow through	Let's set up our next meeting.

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S1 Leadership Style 1 Checklist

- [ ] Meeting purpose clarified?
- [ ] Transferable skills and enthusiasm acknowledged?
- [ ] Goal set by the leader?
- [ ] Agreement to provide direction (Style 1) reached?
- [ ] Timeline and checkpoints set?
- [ ] Priorities clarified?
- [ ] Roles defined?
- [ ] Boundaries defined?
- [ ] Action/learning plan defined?
- [ ] Direction given?
- [ ] Resources and information provided?
- [ ] Feedback (on how) provided?
- [ ] Leader checked for understanding and alignment?
- [ ] Follow-up meetings set up?

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S2 SLII® Conversation Starters

Leadership Behaviors	What to Say
CONNECT	
Clarify purpose of meeting	I need to meet with you today to talk about …
Listen to concerns	How are things going? How are you feeling?
ALIGN	
Reclarify SMART goals	Let's reconfirm your goals and how I can help you achieve them.
Get Style 2 agreement (development level and leadership style)	Since you're still learning, and may be (list feelings), would it be helpful if I continue to provide you with some direction? But, I'd also like to hear your ideas.
Provide perspective	I think you've made progress on … and here is where you may be struggling …
Explore "why" about "what and how"	If you accomplish this goal, it will help you and the organization (share benefits). Let me explain why we do it this way …
COACH	
Involve the individual in problem solving	What have you tried? What else could you do?
Redirect and reteach	Let me show you how … Here are some more resources/examples …
Provide feedback and coaching	Here's what I've observed … Is that your experience? You may want to spend some time with …
Provide encouragement and support	I know you can do this. I'm confident you'll be successful at …
RECONNECT	
Check for understanding and alignment	So, before we wrap up, let's review what we've decided. What's your understanding?
Follow through	Let's meet again (set date).

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S2 Leadership Style 2 Checklist

- [ ] Meeting purpose clarified?
- [ ] Concerns, ideas, and opinions solicited and listened to?
- [ ] Goal discussed and clarified?
- [ ] Agreement to provide direction and support (Style 2) reached?
- [ ] Perspective on progress provided?
- [ ] Explanations of why given?
- [ ] D2 involved in problem solving?
- [ ] Action plan with rationale developed? By whom?
- [ ] Redirection and reteaching provided?
- [ ] Feedback and coaching provided?
- [ ] D2 felt encouraged and supported?
- [ ] Confidence in individual's potential expressed?
- [ ] Leader checked for understanding and alignment?
- [ ] Follow-up meetings set up?

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S3 SLII® Conversation Starters

Leadership Behaviors	What to Say
CONNECT	
Clarify purpose of meeting	What do you want to focus on today? What challenges or concerns do you have?
Listen	Here's what I heard you say …
ALIGN	
Confirm SMART goals	Given your contribution, I'd say we are aligned on your goal to (reconfirm goal) …
Get Style 3 agreement (development level and leadership style)	So, what you need me to do is listen, right? Would listening be more helpful than advice or direction?
Facilitate self-reliant problem solving by asking questions; let D3 determine how	So, what's working? What's not? What alternatives do you have?
Listen more	Do you have anything else you want to talk to me about? Any other concerns?
SUPPORT	
Express confidence and encourage	I'm confident you can or will be able to …
Provide help and ideas, if asked; remove obstacles to goal accomplishment	Since you've asked, here's an idea … What do you think? How can I help?
Reflect on past successes	Just like last time, you (remind of past successes).
Acknowledge competence and contributions	I appreciate … What do you think you've accomplished or learned?
Support ways to make goal more interesting and challenging	What would it take for you to be re-excited about this? How could we restructure this so that you continue to grow and develop?
RECONNECT	
Follow through	I'm here to listen … Be sure to call me when you need me.

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S3 Leadership Style 3 Checklist

- [ ] Meeting purpose clarified?
- [ ] Ideas and concerns listened to?
- [ ] Goal set/reset collaboratively?
- [ ] Agreement to provide support (Style 3) reached?
- [ ] Questions asked to support self-reliant problem solving?
- [ ] D3 decided how?
- [ ] Action plan developed? By whom?
- [ ] Leader expressed confidence and encouraged?
- [ ] Leader asked, "How can I help?"
- [ ] Leader offered to remove obstacles?
- [ ] Successes acknowledged?
- [ ] D3's competence and contributions acknowledged?
- [ ] If motivation was low, ways to make the goal or task more interesting or challenging suggested?
- [ ] Did leader offer to reconnect?

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S4 SLII® Conversation Starters

Leadership Behaviors	What to Say
CONNECT	
Clarify purpose of meeting	What would you like to talk about? Tell me what you are most excited about.
ALIGN	
Review SMART goals	Can you update me on your goals? I agree that your goals are (confirm goals).
Get Style 4 agreement (development level and leadership style)	I know you're taking the lead, but I'm here, when and if you need me. You know how much I trust you to …
Draw out and create visibility for success	What feedback have you been getting? Who else should know about your success/ contributions?
INSPIRE	
Encourage creativity and innovation	What are you doing to keep your work fresh? What new ideas have you had about your work?
Support autonomy	Where do you want more influence?
Support growth	What do you want to do next?
Provide opportunities to teach or mentor others	How could you share what you do so successfully? Who would you like to coach or mentor?
Provide additional resources, if requested	Do you need anything from me to make your work easier?
Acknowledge competence, commitment, and contribution	We've always benefited from (describe contributions). I so appreciate (describe contributions). You have made a major contribution by …
RECONNECT	
Take action on D4's ideas	Here's what I'll do with what you've suggested …
Follow through	How do I stay informed?

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S4 Leadership Style 4 Checklist

- [ ] Meeting purpose clarified?
- [ ] Goal reviewed? By whom?
- [ ] Agreement to use Style 4 reached?
- [ ] D4 evaluated progress on the goal?
- [ ] D4's creativity on the goal encouraged?
- [ ] D4's autonomy supported; influenced expanded?
- [ ] D4's growth supported; new opportunities explored?
- [ ] D4's talent on the goal leveraged with others?
- [ ] Resources offered?
- [ ] D4's contributions acknowledged?
- [ ] Leader committed to action on D4's ideas?
- [ ] Plan for informing the leader discussed?

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