

SITUATIONAL LEADERSHIP® II

Learn the SLII® Model

Situational Leadership® II

Situational Leadership® II (SLII) is a model for developing individuals to their highest level of performance on a specific goal or task. SLII is based on the relationship between an individual's development level (competence and commitment) on a specific goal or task and the leadership style (direction and support) the leader provides. Effective leadership lies in matching the appropriate leadership style to the individual's development level. When leaders are Situational Leaders, they partner with their people, working side by side to align on goals, development levels, and leadership styles. This "match," using the common language of SLII, contributes to higher trust, positive intentions, and significant results.



Situational Leadership® II is not something you do **to people; it is something you do **with** people.**

Benefits to Partnering with SLII

When leaders partner with their team members to use Situational Leadership® II, the model will help them to

1. Focus on what's most important—SMART goals
2. Diagnose competence and commitment
3. Give or get the leadership style needed to increase competence and commitment

Ken Blanchard

Patricia Zigarmi

Drea Zigarmi

Three Skills of a Situational Leader

To be an effective Situational Leader, you have to master the three skills. If there is effective partnering, the outcomes of SLII are achieved.

1 Goal Setting

Aligning on what needs to be done, when

2 Diagnosing

Collaboratively assessing an individual's competence and commitment on a specific goal or task

3 Matching

Using a variety of leadership styles, comfortably, to provide individuals with what they need

Alignment

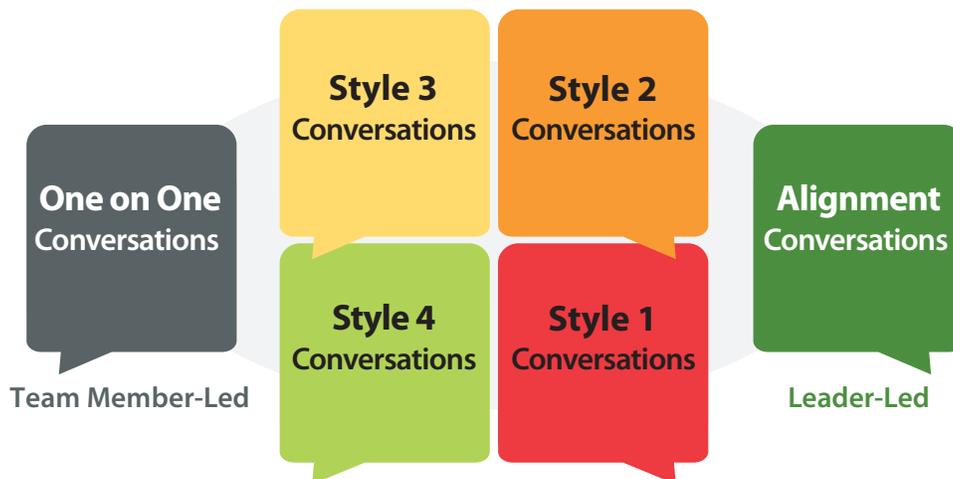
Six SLII Conversations

Leader-Led **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.

Team Member-Led **One on One Conversations** help the leader provide team members with the leadership style they want.

In these six conversations, Situational Leaders use the three skills of a Situational Leader to align on goals, development levels, and leadership styles.



1 Setting SMART Goals

The first step in creating clarity and alignment is setting SMART goals. It's impossible to assess someone's competence and commitment unless you know exactly what he or she is expected to do. SMART goals are set during an Alignment Conversation.

SMART goals answer these questions:

S = Specific

- What exactly is the goal or task?
- What does a good job look like?
- When does the goal or task need to be accomplished?

M = Motivating

- Is the goal or task meaningful for the individual?
- Will working on this goal build competence and commitment?
- Will working on this goal add or drain energy?

A = Attainable

- Is the goal realistic, reasonable, and achievable?
- Is the goal within the individual's control?

R = Relevant

- Is the goal or task meaningful work for the organization?
- Is the goal or task aligned with organization and work team goals?
- Is the goal or task a high priority in relation to other goals?

T = Trackable

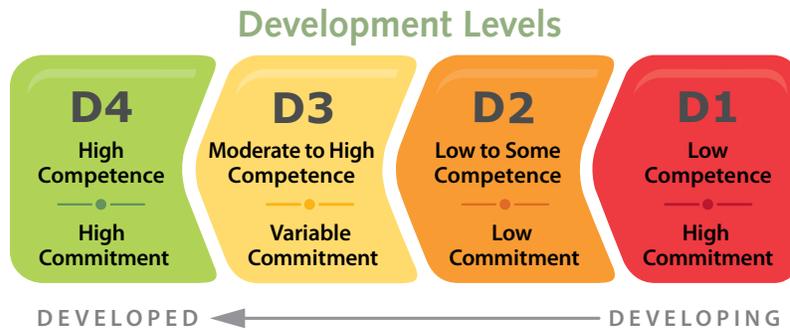
- How will progress and results be measured and tracked?

SMART goals motivate. They get leaders and the people they lead on the same page.

**All good performance starts with
clear goals.**

2 Diagnosing Development Level

Once SMART goals are set, it's possible to diagnose development level. Development level is a combination of two factors: **Competence**—the individual's demonstrated task-specific and transferable knowledge and skills on a goal or task; and **Commitment**—the individual's motivation and confidence on a goal or task. Development level is goal or task specific. It is not an overall rating of an individual's skills or attitude. There are four development levels.



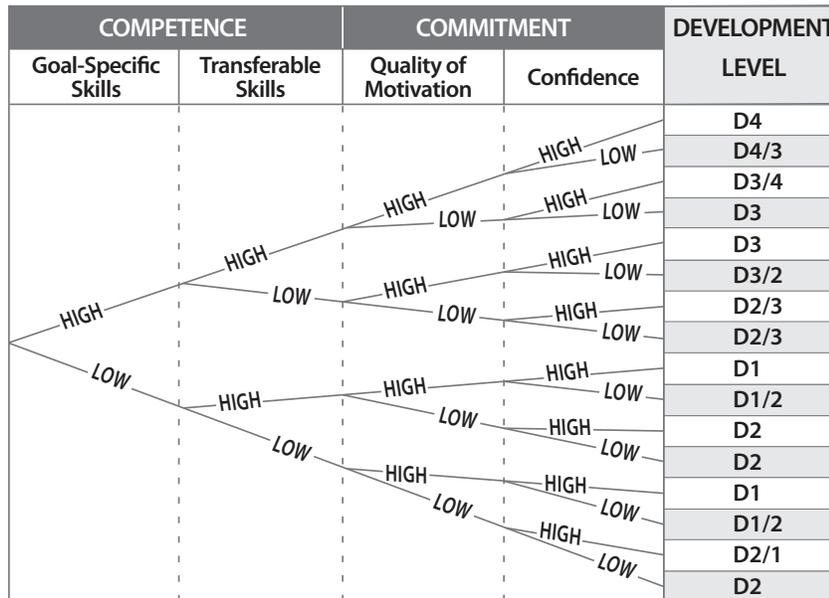
Development Level Descriptors

D4	D3	D2	D1
Self-Reliant Achiever	Capable, but Cautious, Contributor	Disillusioned Learner	Enthusiastic Beginner
<p>Competence</p> <ul style="list-style-type: none"> ■ Accomplished ■ Consistently competent ■ Recognized by others as an expert <p>Commitment</p> <ul style="list-style-type: none"> ■ Self-reliant; autonomous ■ Justifiably confident; self-assured ■ Inspired; inspires others 	<p>Competence</p> <ul style="list-style-type: none"> ■ Demonstrated competence; experienced ■ Makes productive contributions ■ Generally skillful and adept <p>Commitment</p> <ul style="list-style-type: none"> ■ Sometimes hesitant, unsure, tentative ■ Not always confident; self-critical ■ May be bored or apathetic 	<p>Competence</p> <ul style="list-style-type: none"> ■ Has some knowledge and skills; learning; not competent yet ■ Doesn't know how to move forward ■ Inconsistent performance and progress <p>Commitment</p> <ul style="list-style-type: none"> ■ Discouraged and frustrated; may be ready to quit ■ Overwhelmed; demotivated ■ Confused and concerned; afraid of making mistakes 	<p>Competence</p> <ul style="list-style-type: none"> ■ New to the goal or task ■ Inexperienced ■ Don't know what they don't know <p>Commitment</p> <ul style="list-style-type: none"> ■ Eager to learn; curious; willing to take direction ■ Enthusiastic; excited ■ Confident about transferable skills and confident learning won't be difficult

Development level is goal or task specific!

Diagnosis Chart

Use this chart to identify development level on a specific goal or task.



Example 1

On a specific goal or task, an individual has

GOAL-SPECIFIC SKILLS —High

TRANSFERABLE SKILLS —Low

MOTIVATION —High

CONFIDENCE —Low

This individual’s development level is D3/2.

Example 2

On a specific goal or task, an individual has

GOAL-SPECIFIC SKILLS —Low

TRANSFERABLE SKILLS —Low

MOTIVATION —High

CONFIDENCE —High

This individual’s development level is D1.

3 Matching Leadership Style

Leadership style is a pattern of behaviors leaders use, over time, as perceived by others. There are two basic leadership style behaviors: **Directive Behavior**—telling and showing people what to do, when to do it, how to do it, and providing frequent feedback on results; and **Supportive Behavior**—listening, facilitating self-reliant problem solving, encouraging, praising, and involving others in decision making. There are four leadership styles consisting of four different combinations of Directive and Supportive Behaviors.



Style 1—Directing—High Directive Behavior and Low Supportive Behavior

The leader provides specific direction about goals, shows and tells how, and closely tracks the individual's performance in order to provide frequent feedback on results.

Style 2—Coaching—High Directive Behavior and High Supportive Behavior

The leader explains why, solicits suggestions, encourages, and continues to direct goal or task accomplishment.

Style 3—Supporting—Low Directive Behavior and High Supportive Behavior

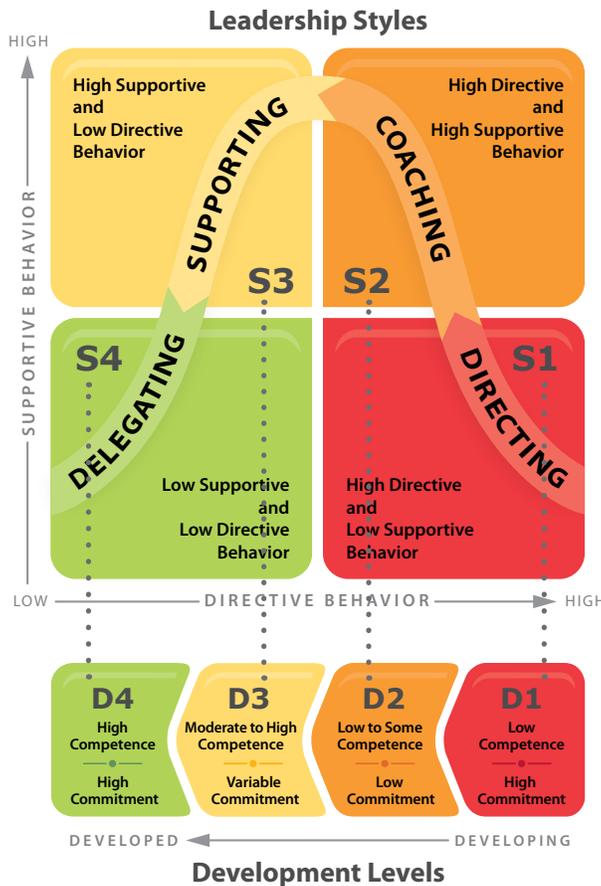
The leader and the individual make decisions together. The role of the leader is to facilitate, listen, draw out, encourage, and support.

Style 4—Delegating—Low Directive Behavior and Low Supportive Behavior

The individual makes most of the decisions about what, how, and when. The role of the leader is to value the individual's contributions and support his or her growth.

Situational Leadership® II Model

Matching Leadership Style to Development Level



In all four styles, the leader

1. Sets goals
2. Stays connected
3. Gives feedback

The goal is a MATCH

S1 → D1
 S2 → D2
 S3 → D3
 S4 → D4

Over time, with a match, individuals learn to provide their own direction and support.

Two types of MISMATCH

Oversupervision
 S1/S2 with D3/D4

Undersupervision
 S3/S4 with D1/D2

There is no best leadership style; it depends on the situation.

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

Partnering Tools

Situational Leaders work with the people they lead to align on goals, development level, and the matching leadership style. They partner, collaborate, and work side by side to ensure goals are achieved and competence and commitment develop. There are four tools you need to know about if you are going to engage in quality conversations as partners.

SLII Worksheet

The purpose of an Alignment Conversation is to focus the leader and the individual contributor on what is most important. What are the SMART goals the individual needs to achieve? What is the individual's competence and commitment to achieve those goals independently, without direction or support? What leadership style will help the individual achieve each goal and develop competence and commitment? Alignment Conversations, using the SLII Worksheet, get both the leader and the individual contributor on the same page.

SLII® Worksheet Name _____ Date _____

1 Goal Setting **2 Diagnosing** **3 Matching**

Identify Goal or Task	Diagnose Competence and Commitment	Confirm Development Level	Select Leadership Style	Choose Leadership Behaviors																																										
Goal or Task	<table border="0"> <tr> <td>Competence</td> <td>Low Some High</td> <td>Commitment</td> <td>Low Variable High</td> </tr> <tr> <td>Goal-Specific Knowledge/Skills</td> <td><input type="checkbox"/></td> <td>Quality of Motivation</td> <td><input type="checkbox"/></td> </tr> <tr> <td>Transferable Skills</td> <td><input type="checkbox"/></td> <td>Confidence</td> <td><input type="checkbox"/></td> </tr> </table>	Competence	Low Some High	Commitment	Low Variable High	Goal-Specific Knowledge/Skills	<input type="checkbox"/>	Quality of Motivation	<input type="checkbox"/>	Transferable Skills	<input type="checkbox"/>	Confidence	<input type="checkbox"/>	<table border="0"> <tr> <td>Development Level</td> <td>D</td> </tr> <tr> <td colspan="2">If g/d/diagnose, what is the performance trend?</td> </tr> <tr> <td></td> <td>↑ ↓ ↔ ↔↔</td> </tr> </table>	Development Level	D	If g/d/diagnose, what is the performance trend?			↑ ↓ ↔ ↔↔	<table border="0"> <tr> <td>Leadership Style</td> <td>S</td> </tr> <tr> <td>Current S</td> <td></td> </tr> <tr> <td>Oversteering?</td> <td><input type="checkbox"/></td> </tr> <tr> <td>Understeering?</td> <td><input type="checkbox"/></td> </tr> </table>	Leadership Style	S	Current S		Oversteering?	<input type="checkbox"/>	Understeering?	<input type="checkbox"/>	<table border="0"> <tr> <td>Directive Behaviors</td> <td>Supportive Behaviors</td> </tr> <tr> <td><input type="checkbox"/> Set SMART goals</td> <td><input type="checkbox"/> Listen to concerns</td> </tr> <tr> <td><input type="checkbox"/> Show and tell how</td> <td><input type="checkbox"/> Facilitate problem solving</td> </tr> <tr> <td><input type="checkbox"/> Establish timelines</td> <td><input type="checkbox"/> Ask for input</td> </tr> <tr> <td><input type="checkbox"/> Identify priorities</td> <td><input type="checkbox"/> Explain "why"</td> </tr> <tr> <td><input type="checkbox"/> Clarify roles</td> <td><input type="checkbox"/> Acknowledge and encourage</td> </tr> <tr> <td><input type="checkbox"/> Develop action plans</td> <td><input type="checkbox"/> Share information about organization</td> </tr> <tr> <td><input type="checkbox"/> Monitor performance</td> <td><input type="checkbox"/> Share information about self</td> </tr> </table>	Directive Behaviors	Supportive Behaviors	<input type="checkbox"/> Set SMART goals	<input type="checkbox"/> Listen to concerns	<input type="checkbox"/> Show and tell how	<input type="checkbox"/> Facilitate problem solving	<input type="checkbox"/> Establish timelines	<input type="checkbox"/> Ask for input	<input type="checkbox"/> Identify priorities	<input type="checkbox"/> Explain "why"	<input type="checkbox"/> Clarify roles	<input type="checkbox"/> Acknowledge and encourage	<input type="checkbox"/> Develop action plans	<input type="checkbox"/> Share information about organization	<input type="checkbox"/> Monitor performance	<input type="checkbox"/> Share information about self
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SMART goals are	COMPETENCE	COMMITMENT	DEVELOPMENT LEVEL	LEADERSHIP STYLE	BEHAVIORS
Specific	<input type="checkbox"/>				
Measurable	<input type="checkbox"/>				
Attainable	<input type="checkbox"/>				
Relevant	<input type="checkbox"/>				
Trackable	<input type="checkbox"/>				

Get agreement	Get agreement	Get agreement	Get agreement
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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One on One Worksheet

The purpose of a One on One Conversation is for a team member to manage up. The team member decides what to talk about—goals, challenges, questions, concerns—and what response he or she needs from his or her leader/colleague. Once the topics are determined, the team member can choose which leadership style would be a match for his or her development level on each topic, goal, or task. Essentially, it sounds like this ...

One on One Worksheet

Name _____ Meeting With _____ Meeting Date _____

Directions

1. Make a list of topics you need to discuss. You can talk about whatever is on your mind.
2. Diagnose your development level for topics that are goals or tasks.
3. Decide what response you need from your leader or colleague—S1, S2, S3, or S4—for each topic.
4. Email this completed worksheet to your leader or colleague 24 hours before the meeting.

Topics	Development Level (if relevant)	Leadership Style Response You Need	Next Steps
1 _____ _____ _____	D	<input type="checkbox"/> S1 Direction • Solutions • Information <input type="checkbox"/> S2 Coaching • Advice • Feedback <input type="checkbox"/> S3 Good Questions • Listening • Encouragement <input type="checkbox"/> S4 Acknowledgment • Autonomy • Influence	_____ _____ _____
2 _____ _____ _____	D	<input type="checkbox"/> S1 Direction • Solutions • Information <input type="checkbox"/> S2 Coaching • Advice • Feedback <input type="checkbox"/> S3 Good Questions • Listening • Encouragement <input type="checkbox"/> S4 Acknowledgment • Autonomy • Influence	_____ _____ _____
3 _____ _____ _____	D	<input type="checkbox"/> S1 Direction • Solutions • Information <input type="checkbox"/> S2 Coaching • Advice • Feedback <input type="checkbox"/> S3 Good Questions • Listening • Encouragement <input type="checkbox"/> S4 Acknowledgment • Autonomy • Influence	_____ _____ _____

Use the SLII® Worksheet to diagnose your development level, if relevant.

Use the One on One Conversation Starters to ask for the leadership style you need.

Next Meeting Date _____

D1/S1—I’m excited and would benefit from knowing more about this (topic). [Or] I’ve never done this before and need some help. I need direction.

D2/S2—Since I’m still learning and am a little discouraged (confused, overwhelmed, frustrated), I’d like to share my thoughts and get some direction. I need advice.

D3/S3—I need you to be a sounding board so I can feel more confident or re-engaged. I need you to listen.

D4/S4—I’ve got this handled; let me keep you informed.

One on One Conversation Starters

Sometimes it's hard to ask for the direction and support you need. The purpose of One on One Conversation Starters is to help a team member to speak up.

D1 One on One Conversation Starters Match Me with **S1**

D1 Needs	What to Say to Get an S1 Match	My Notes
Purpose of the meeting clarified	What I'd like to talk to you about is [ask topic].	
Transferable skills acknowledged	I'll be able to use my skills of... [list skills] to accomplish this goal....	
Enthusiasm and initiative acknowledged	I'm really excited to get started on....	
SMART goals	I would benefit from knowing exactly what my goal is. What does a good job look like? What is a reasonable time frame for completing this goal?	
Style 1 agreement (development level and leadership style)	I want to remind you that I have never done this exact job before and will need direction in order to be successful. Do you agree?	
Knowledge of how performance will be tracked	How will we stay in touch on this goal or task? Will you or will someone else review my performance? When would you like an update?	
Priorities	What is the priority of this goal or task?	
Role clarity	Can we take a minute to get really clear on each of our roles? What am I specifically responsible for? When should I check in with you?	
Boundaries	Who can teach me how to do this? What should I study, read, or review? How might a good role model, mentor, or teacher? What should I be careful of?	
Learning plan	What direction or advice do you have for me? Do you have examples? Can you tell me what I should do first and what the next steps are?	
Access to information/ resources	What information do you have that will be helpful to me? Who might be a good role model, mentor, or teacher? What should I be careful of?	
Solutions to problems	What should I work on now? What should I try to do before we get together again?	
Opportunities to practice	How am I doing? What should be doing differently?	
Feedback	Let me recap the direction you've given me so I know we're aligned. When will we meet again?	
Check for understanding and alignment		
Follow through		

D2 One on One Conversation Starters Match Me with **S2**

D2 Needs	What to Say to Get an S2 Match	My Notes
Purpose of the meeting clarified	What I'd like to talk about....	
Opportunities to share concerns	I am concerned about my lack of progress on this goal. Things are not going as I expected. I have some concerns about... [ask permission]... and would like to talk to you about them. You're a bit discouraged and would like to work with you on... [ask permission]... Let's reconfirm my goal. What do you need me to accomplish? Let's talk about your expectations for me and when I need your support.	
SMART goals reaffirmed (development level and leadership style)	Since I'm still learning how to do this goal or task, I'd like to share my ideas, but also need some direction from you. I need perspective. I need to know how you feel about the progress I am making. I need to understand why this goal is important to the organization. Can you help me understand why this is the best approach?	
"Why" about "what and how"	What options do I have? How else could I look at it? What else should I be considering and why?	
Involvement in problem solving	Can you show me how? What information or resources do you have that would be helpful to me? Do you have any examples? Who might be a good role model, coach, or teacher? What feedback do you have?	
Coaching	Am I doing anything right? Is it always this difficult? So, let me recap what we've decided to be sure I have what I need to be successful. I want to be sure of my next steps, which are....	
Reassurance and support	How will we stay in touch on this goal? When would you like an update? When will we meet again?	
Check for understanding and alignment		
Follow through		

D3 One on One Conversation Starters Match Me with **S3**

D3 Needs	What to Say to Get an S3 Match	My Notes
Purpose of the meeting clarified	I'd like to talk with you about my goal.... I'd like to know some ideas past you....	
Opportunities to express feelings and share	Here's what I'm thinking.... Here's what I'm feeling....	
Are we aligned?	Here's what I've accomplished....	
Are we aligned?	Are we aligned? Are we aligned? I need you to be a sounding board so I can feel more confident my completion or more motivated about....	
Are we aligned?	Here's what I'm working and what's not working.... The problems/challenges seems to be.... The alternatives are [ask permission] alternatives. The pros and cons of each are.... My recommendation is.... What do you think? Have I missed anything? What else should be thinking about.... I'd like some feedback on.... What do you think I have done well? There are some things getting in my way.... Could we do this differently? What other information or resources would help me faster or better? Can you remind me of why I should feel more confident about any specific examples of where or when I did a good job? How are you finding making a difference? Do you have any suggestions for increasing my role on this project? Why is it important? Is there any other way I could think about this goal my drive to do it? If let you know when I'd like to meet again.	

D4 One on One Conversation Starters Match Me with **S4**

D4 Needs	What to Say to Get an S4 Match	My Notes
Purpose of the meeting clarified	During this meeting I'd like to share with you what I've been working on.... I'm excited about....	
SMART goals update (development level and leadership style)	Here's what I've accomplished on my goal.... For me, what a stretch goal would look like to stay informed? I'm taking the lead on this, but how do you want to stay informed? Up to now, I have [share achievements]. Here's the feedback I've gotten.... Here's why I think this is important....	
Successes shared	As I was working on this goal, I had another idea.... I have always wanted to.... What would challenge me is.... I'd like more autonomy to.... The way I'd change this is....	
Opportunities to be creative and innovative	What I'd like to do is.... Something I'd like to learn is....	
Autonomy	Are there any opportunities for me to teach or mentor others? Who needs help? I could own more of it if I had the following resources:....	
Growth	I'm interested in how you think I contribute most to the organization....	
Opportunities to teach or mentor others	When will we meet again? I'd like to know when you need a coach or mentor.	
Additional resources if requested	When will we meet again? I'd like to know when you need a coach or mentor.	
Acknowledgment of competence, commitment, and contribution	When will we meet again? I'd like to know when you need a coach or mentor.	
An opportunity to be recognized	When will we meet again? I'd like to know when you need a coach or mentor.	
Follow through	When will we meet again? I'd like to know when you need a coach or mentor.	

SLII® Conversation Starters

Situational Leaders also have a tool—called SLII® Conversation Starters—that will help them to more flexibly use Leadership Styles 1, 2, 3, and 4.

S1 SLII® Conversation Starters

Leadership Behaviors	What to Say
Clarify purpose of meeting	What I'd like to talk to you about is [ask topic].
Acknowledge transferable skills	I'll be able to use my skills of... [list skills] to accomplish this goal....
Acknowledge enthusiasm and initiative	I'm really excited to get started on....
Define SMART goals	I would benefit from knowing exactly what my goal is. What does a good job look like? What is a reasonable time frame for completing this goal?
Get Style 1 agreement (development level and leadership style)	I want to remind you that I have never done this exact job before and will need direction in order to be successful. Do you agree?
Clarify performance tracking and direction	How will we stay in touch on this goal or task? Will you or will someone else review my performance? When would you like an update?
Clarify roles	What is the priority of this goal or task? Can we take a minute to get really clear on each of our roles? What am I specifically responsible for? When should I check in with you?
Define boundaries	Who can teach me how to do this? What should I study, read, or review? How might a good role model, mentor, or teacher? What should I be careful of?
Develop a learning plan	What direction or advice do you have for me? Do you have examples? Can you tell me what I should do first and what the next steps are?
Provide information/resources and examples	What information do you have that will be helpful to me? Who might be a good role model, mentor, or teacher? What should I be careful of?
Direct problem solving	What should I work on now? What should I try to do before we get together again?
Provide feedback on practice	How am I doing? What should be doing differently?
Check for understanding and alignment	Let me recap the direction you've given me so I know we're aligned. When will we meet again?
Follow through	

S2 SLII® Conversation Starters

Leadership Behaviors	What to Say
Clarify purpose of meeting	What I'd like to talk to you about is [ask topic].
Acknowledge transferable skills	I'll be able to use my skills of... [list skills] to accomplish this goal....
Acknowledge enthusiasm and initiative	I'm really excited to get started on....
Define SMART goals	I would benefit from knowing exactly what my goal is. What does a good job look like? What is a reasonable time frame for completing this goal?
Get Style 2 agreement (development level and leadership style)	I want to remind you that I have never done this exact job before and will need direction in order to be successful. Do you agree?
Clarify performance tracking and direction	How will we stay in touch on this goal or task? Will you or will someone else review my performance? When would you like an update?
Clarify roles	What is the priority of this goal or task? Can we take a minute to get really clear on each of our roles? What am I specifically responsible for? When should I check in with you?
Define boundaries	Who can teach me how to do this? What should I study, read, or review? How might a good role model, mentor, or teacher? What should I be careful of?
Develop a learning plan	What direction or advice do you have for me? Do you have examples? Can you tell me what I should do first and what the next steps are?
Provide information/resources and examples	What information do you have that will be helpful to me? Who might be a good role model, mentor, or teacher? What should I be careful of?
Direct problem solving	What should I work on now? What should I try to do before we get together again?
Provide feedback on practice	How am I doing? What should be doing differently?
Check for understanding and alignment	Let me recap the direction you've given me so I know we're aligned. When will we meet again?
Follow through	

S3 SLII® Conversation Starters

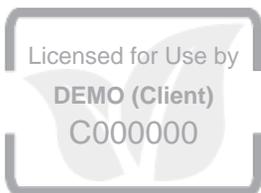
Leadership Behaviors	What to Say
Clarify purpose of meeting	What I'd like to talk to you about is [ask topic].
Acknowledge transferable skills	I'll be able to use my skills of... [list skills] to accomplish this goal....
Acknowledge enthusiasm and initiative	I'm really excited to get started on....
Define SMART goals	I would benefit from knowing exactly what my goal is. What does a good job look like? What is a reasonable time frame for completing this goal?
Get Style 3 agreement (development level and leadership style)	I want to remind you that I have never done this exact job before and will need direction in order to be successful. Do you agree?
Clarify performance tracking and direction	How will we stay in touch on this goal or task? Will you or will someone else review my performance? When would you like an update?
Clarify roles	What is the priority of this goal or task? Can we take a minute to get really clear on each of our roles? What am I specifically responsible for? When should I check in with you?
Define boundaries	Who can teach me how to do this? What should I study, read, or review? How might a good role model, mentor, or teacher? What should I be careful of?
Develop a learning plan	What direction or advice do you have for me? Do you have examples? Can you tell me what I should do first and what the next steps are?
Provide information/resources and examples	What information do you have that will be helpful to me? Who might be a good role model, mentor, or teacher? What should I be careful of?
Direct problem solving	What should I work on now? What should I try to do before we get together again?
Provide feedback on practice	How am I doing? What should be doing differently?
Check for understanding and alignment	Let me recap the direction you've given me so I know we're aligned. When will we meet again?
Follow through	

S4 SLII® Conversation Starters

Leadership Behaviors	What to Say
Clarify purpose of meeting	What I'd like to talk to you about is [ask topic].
Acknowledge transferable skills	I'll be able to use my skills of... [list skills] to accomplish this goal....
Acknowledge enthusiasm and initiative	I'm really excited to get started on....
Define SMART goals	I would benefit from knowing exactly what my goal is. What does a good job look like? What is a reasonable time frame for completing this goal?
Get Style 4 agreement (development level and leadership style)	I want to remind you that I have never done this exact job before and will need direction in order to be successful. Do you agree?
Clarify performance tracking and direction	How will we stay in touch on this goal or task? Will you or will someone else review my performance? When would you like an update?
Clarify roles	What is the priority of this goal or task? Can we take a minute to get really clear on each of our roles? What am I specifically responsible for? When should I check in with you?
Define boundaries	Who can teach me how to do this? What should I study, read, or review? How might a good role model, mentor, or teacher? What should I be careful of?
Develop a learning plan	What direction or advice do you have for me? Do you have examples? Can you tell me what I should do first and what the next steps are?
Provide information/resources and examples	What information do you have that will be helpful to me? Who might be a good role model, mentor, or teacher? What should I be careful of?
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Ken Blanchard first developed Situational Leadership® with Paul Hersey in the late 1960s. In 1985, Blanchard and the Founding Associates of The Ken Blanchard Companies—Marjorie Blanchard, Don Carew, Eunice Parisi-Carew, Fred Finch, Laurence Hawkins, Drea Zigarmi, and Patricia Zigarmi—created a new generation of the theory called Situational Leadership® II. The leadership model used in this product is based on the Founding Associates' second-generation thinking and research.

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Global Headquarters USA +1 760.489.5005 / 800.728.6000 • Fax +1 760.489.8407
 UK +44 (0) 1483 456300 • Canada +1 905.829.3510 / 800.665.5023 • Singapore +65 6775 1030
 www.kenblanchard.com