

The New SLII Playbook

SLII®

PLAYBOOK



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The Five Drivers of Learning Impact

- 1. Key Influencer Support**
Sponsorship and Involvement from Senior Leaders and Supervisors
- 2. Strategic Integration**
Clear Connections to Organizational Objectives
- 3. Effective Design and Delivery**
Learning Approaches Optimized for Impact
- 4. Follow-up and Reinforcement**
Encouragement and Accountability That Drives Behavior Change
- 5. Demonstrated Tangible Value**
Credible Progress and Success Measures

Your Playbook Checklist

- Driver 1: Key Influencer Support**
 - Sponsorship and Involvement from Senior Leaders and Supervisors
 - Play 1.1: Build Senior Leader Sponsorship
 - Play 1.2: Engage Supervisory Support
- Driver 2: Strategic Integration**
 - Clear Connections to Organizational Objectives
 - Play 2.1: Connect to Business Outcomes
 - Play 2.2: Develop a High-Impact Implementation Plan
 - Play 2.3: Link SLII to Talent Development
- Driver 3: Effective Design and Delivery**
 - Learning Approaches Optimized for Impact
 - Play 3.1: Provide Social Learning Activities
 - Play 3.2: Provide Ongoing Leadership Style Feedback
 - Play 3.3: Develop SLII Coaching Capability
- Driver 4: Follow-up and Reinforcement**
 - Encouragement and Accountability That Drive Behavior Change
 - Play 4.1: Provide Ongoing Learning Experiences
 - Play 4.2: Keep SLII Top of Mind
- Driver 5: Demonstrated Tangible Value**
 - Credible Progress and Success Measures
 - Play 5.1: Measure Learning
 - Play 5.2: Measure Behavior Change and ROI

High-Involvement SLII® Implementation

Getting Everyone on Board

The Countdown Has Begun

SLII is launching at your company. What your leaders are about to learn is so powerful that it counts as a significant change initiative. Here's why.

SLII asks leaders to change the way they interact with their team members. To most people where they are and provide the support and direction they need. It demands that leaders and their people adopt a new way of thinking about themselves and their work.

Since SLII is a change initiative, it will raise predictable questions and concerns in the people who are affected by it. When they are addressed, people can move forward and become advocates. If they aren't addressed, people resist the change.

Your Organization and SLII

As a sponsor of SLII, all eyes will be on you. So, it's crucial that you role-model the behaviors you expect of others (See SLII Playbook, Play 1.1). This includes:

- Conducting regular One-on-One Conversations with team members.
- Getting agreement on goals, your diagnoses of your team member's development levels, and the matching leadership style.
- Holding leaders accountable for using SLII.

Your actions will speak louder than any words. Show everyone that you are using SLII.



Empower SLII® Adoption through Social Learning

Bring SLII to life with a dedicated social community

A dedicated SLII social community can provide the support, inspiration, and connection people need to learn learning lines doing. Research shows that social communities help learners develop leadership skills, improve retention, and promote understanding of others' perspectives.

Consider these options to take advantage of social communities to promote usage of SLII.

The Blanchard Community

The Blanchard Community is a global hub where leaders from around the world connect, learn, and grow together. It's a welcoming space where leaders can exchange ideas, attend events hosted by Blanchard and other like-minded thought leaders, and access expert resources. Through groups like the SLII Learner Group, members can deepen their understanding of SLII and collaborate with others on applying it to their specific business challenges. With 40% of members based outside the United States, this supportive community transforms learning into action, helping leaders become more adaptive and effective in their roles.

Foster Community with Your SLII Leaders

Organizations wanting to create internal SLII discussions can create their own social communities. Do you have a lot of SLII leaders who want to collaborate on their SLII application specific to your business? Get them connected. Build internal camaraderie around SLII so they can share and learn from each other and hear stories about SLII at work within your organization.

Social communities enable people to learn from their peers. Swap best practices. Share challenges. They help your leaders become SLII experts. Take advantage of them.

Social communities can help SLII leaders become SLII experts!

Manager Involvement Fuels SLII® Adoption

Ways to increase supervisor involvement and support

A training experience ought to change the way learners act on the job, but this is difficult to accomplish. Several significant challenges must be overcome for learning transfer to happen. First, workload can be a barrier. Learners often leave SLII sessions intending to use their new skills but are overwhelmed by their workload, which may even be more pressing because of time spent learning.

In addition, many environmental influences whisper to learners that using new skills is not important. This includes unsupportive coworkers and bosses, a lack of reinforcing messages from senior leaders, etc. These adoption barriers are easily recognized but hard to remove or change, especially if the L&O staff is rushing to launch the next training or coaching initiative.

So, how can you break down the barriers that stifle SLII usage? The secret is to activate the single most influential player—the learner's direct supervisor. Researchers have studied more than 100 environmental variables that influence learning impact and a direct manager's support and involvement are at the top of the list.

Here are some practices you can use to engage your learners' managers. They'll help your people become the leaders they aspire to be.



A learner's boss has the strongest influence on whether they apply new skills

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SLII®

Senior Leader Overview



SLII® and Coaching: A Perfect Pair

Close the gap between knowing and doing

SLII is a profound reorientation in the way we manage people. Coaching with SLII is a smart decision, as learners need support when trying to make a change of both magnitude.

As leaders experiment with SLII, they need a safe space where they can process what they've learned, exchange insights, and share challenges. A safe space lets them freely discuss their difficulties and celebrate their victories.



Goals of Coaching

Coaches have three goals when they meet with people:

Clarity

Coaches help leaders create clear goals and expectations for their people. This task may seem obvious, but only 20% of employees think their leader's vision for the future is aligned with the organization's goals.

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to focus their attention

Extend SLII® Learning and Application

Increase Impact in Your Organization

Enhance your leadership development journey by adding two-hour SLII impact sessions that extend and reinforce the SLII Experience®. Perfect for anyone who's completed SLII, these sessions improve their use of it. Select from three topics—Reviewing SLII, Practicing SLII, and Applying SLII—each designed to reinforce, practice, and apply SLII.

Reviewing SLII

Reinforces understanding of key SLII concepts.

This interactive session revisits the essential elements of goal setting, diagnosing team members' development levels, and matching leadership styles. Participants explore how an accurate diagnosis enhances problem-solving and employee motivation as well as learn the appropriate leadership behaviors for each development level. This session also addresses the consequences of over- and underexpression and the importance of matching leadership styles to the development level. Attendees will leave with valuable leadership skills that they can use with their people.



Everyone deserves to have an inspiring leader.

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SLII® and the Talent Management Process

What to Do



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☐ Play 1.1 Build Senior Leader Sponsorship

☐ Play 1.2 Engage Supervisory Support

☐ **Driver 2 Strategic Integration**
Clear Connections to Organizational Objectives

☐ Play 2.1 Connect to Business Outcomes

☐ Play 2.2 Develop a High-Impact Implementation Plan

☐ Play 2.3 Link SLII to Talent Development

☐ **Driver 3 Effective Design and Delivery**
Learning Approaches Optimized for Impact

☐ Play 3.1 Provide Social Learning Activities

☐ Play 3.2 Provide Ongoing Leadership Style Feedback

☐ Play 3.3 Develop SLII Coaching Capability

☐ **Driver 4 Follow-Up and Reinforcement**
Encouragement and Accountability that Drive Behavior Change

☐ Play 4.1 Provide Ongoing Learning Experiences

☐ Play 4.2 Keep SLII Top of Mind

☐ **Driver 5 Demonstrated Tangible Value**
Credible Progress and Success Measures

☐ Play 5.1 Measure Learning

☐ Play 5.2 Measure Behavior Change and ROI