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The SLII® Playbook— Definition

The SLII Playbook guides you through launching and supporting The SLII Experience™. Use it to leverage what The Ken Blanchard Companies® has learned by working with some of the best companies in the world, so you don't have to reinvent the wheel! The playbook will help you plan for and implement The SLII Experience.

Use the playbook in discussions with executive sponsors and senior leaders to create the environment you need for SLII to flourish. It is our way of helping you every step of the way as you lead a successful SLII change initiative in your company.

The SLII Playbook—Leading an SLII Change Initiative

Millions of dollars are spent on training initiatives that don't result in real change. Without effective context, accountability, measurement, coaching, executive sponsorship, and leadership support, many training initiatives don't result in better performance. Organizations can improve the chances of positive impact substantially by creating the right environment before and after SLII learning.

We believe organizations need to spend more time and energy on effectively launching and sustaining training in order to maximize their training investments. Some of the strategies we're proposing in The SLII Playbook cost money; some don't. Some take more time than others. Some require careful planning, but all should increase ROI. We encourage you to choose the options that are feasible for you and fit your organization.

The Purposes of The SLII Playbook

1. Share Blanchard's framework for a best-practice implementation of SLII
2. Increase clients' return on their investment in SLII
3. Share resources and tools to launch and sustain an SLII change initiative

Blanchard's SLII Change Leadership Model

Our change model is based on our Leading People Through Change® program. We are committed to creating opportunities for senior leaders, leaders who attend The SLII Experience, and their team members to be highly involved in creating momentum and advocacy for the effective implementation of SLII. We are suggesting nine plays to increase your ROI on The SLII Experience. Use the Master Checklist to track your progress in creating the right environment for SLII.

Leading an SLII Change Initiative Master Checklist

- ▪ SLII Learning Outcomes Linked to Business Outcomes
- ▪ SLII Integrated into the Talent Development Process
- ▪ SLII Sponsorship Mobilized
- ▪ SLII Marketing Plan Launched
- ▪ SLII Aligned and Linked to Leadership Curriculum
- ▪ Measurement Strategy for Individual Accountability and Organization Impact Designed
- ▪ Leadership Style Feedback Strategy Defined
- ▪ SLII Coaching Capability Developed
- ▪ Three or More Strategies for Keeping SLII Top of Mind Identified

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Stage of Training	
Before	
During	
After	
Investment	
Potential ROI	
Players	

Link The SLII Experience™ to Business Outcomes

Senior
Level Managers

By linking SLII to the organization's current business outcomes, strategies, change initiatives, and investments, organizations can demonstrate tangible value from their SLII investment. The stronger and more compelling the line of sight, the higher the probability that leaders will put what they learned in SLII into practice.

Outcomes

Best Practices

- Identify critical business outcomes and high-profile investments to determine the need for SLII.

- Create a custom Impact Map with senior managers linking SLII outcomes to organization, team, and individual goals.

Tools for Play 1

1.1 SLII Needs and Outcomes Analysis

1.2 SLII Impact Map—Sample and Working Draft

1.3 SLII Impact Mapping Process

Link The SLII Experience™ to Talent Development

Senior Managers;
HR Professionals

The value of SLII is significantly increased when it is linked to the organization's talent development initiatives: its competency model, performance management system, talent assessment and review processes, and employee onboarding programs. By making SLII part of the hardwired systems of the organization, leaders are reminded to use what they have learned in setting goals, diagnosing needs, creating development plans, providing direction and support, coaching and mentoring, providing feedback, and conducting performance evaluations.

Talent

Best Practices

- Connect the value of SLII to the organization's vision and values (e.g., a highly successful organization committed to collaboration, growth, agility).

- Explore how SLII language can be embedded into the organization's performance planning and review processes. Ask managers to set goals, diagnose development level, and match their leadership style using the SLII Worksheet, and then, to conduct Alignment Conversations with team members.

- Offer training on how to set SMART goals and, for internal coaches, how to provide SMART goal coaching.

- Train HR professionals on how to use the SLII Model to counsel employees.

- Evaluate talent on the basis of individuals' flexibility and effectiveness as situational leaders.

- For their annual performance review, ask each leader to document how many One on Ones they have held with their team members. Alternatively, ask their team members to report on the number of One on Ones they have had with their leader.

- Include a module on SLII in all employee onboarding programs.

Tools for Play 2

2.1 Development Level Dashboard

2.2 SLII and the Talent Management Process

2.3 Managing On- and Off-Track Performance

Ensure Effective Sponsorship at All Levels

All Senior Leaders who will not attend the entire SLII® program

Senior leaders need, at a minimum, to be familiar with the SLII Model and SLII Conversation Tools. One of the best ways to reduce the probability of impact is for SLII learners to feel that those above them aren't familiar with the SLII Model and won't hold them accountable for using it. We believe that senior leaders need to know what SLII entails and how they can support it. The leader's leader also needs to have a plan in hand for providing ongoing direction and support for putting what is learned into practice. All levels of leadership need to be highly involved in launching and sustaining the learning to maximize the organization's return on its investment in SLII training.

Best Practices

- Provide an executive overview (2 to 3 hours) including the business case for SLII, an overview of the SLII Model, the tools of SLII (the conversation planning tools), and what effective sponsorship looks like.

- Invite senior leaders to kick off SLII (with a video or written message).

- Script a step-by-step plan for how a leader of a leader attending SLII will support his or her direct report's use of SLII on the job.

Tools for Play 3

3.1 SLII Executive Overview (PowerPoint®)

3.2 Checklist for Supporting and Leveraging SLII Learning

3.3 SLII Follow-up Emails

Sponsorship

Develop an Internal SLII Marketing Plan

Learning and Development; Senior Leaders

To create excitement for SLII, we think it's important to create a robust SLII marketing and launch plan. The SLII Playbook can provide a significant amount of support to an organization's senior leaders for making the business case for SLII (Play 1), for publicizing how SLII is aligned with current organization goals and strategies (Play 1), for sharing SLII success stories—testimonials, endorsements, early results from pilot groups (Play 6)—and for sharing the organization's vision of what the successful implementation of SLII looks like (Play 6). But it is also important to launch SLII with some fanfare. Here are some suggestions.

Marketing

Best Practices

■ Create an internal marketing and communication plan.

■ Invite senior leader(s) to kick off SLII.

■ Develop SLII brand awareness through banners, posters, photos, and success stories, and feature stories on the organization's intranet (see Tool 9.1—Top-of-Mind Ideas).

■ Trigger ongoing communication from Blanchard Exchange to remind leaders to share the Learn the SLII Model assets with others, complete the SLII Challenge, and keep SLII top of mind.

Tools for Play 4

4.1 SLII Launch Plan

4.2 SLII Launch Plan Emails

Align and Build Out the Leadership Curriculum

Learning and Development

If the organization has a robust leadership development curriculum, time should be taken to link SLII to the organization's current learning programs (the content, measurement strategies for learning transfer, the learning path, etc.). The more integrated SLII is, the higher the probability that learners will use what they've learned. This evaluation could also help identify potential holes in the curriculum. Are there skills that need to be built first regarding self-knowledge, trust, or basic interpersonal skills like listening or goal setting? Are there skills that need to be built after SLII to reinforce and deepen understanding and support mastery?

Best Practices

■ Evaluate the organization's current leadership curriculum to build a learning path and to cross-reference competencies and content.

Tools for Play 5

5.1 Blanchard's Leadership Development Curriculum

Curriculum

Design an SLII Measurement Strategy

Learning and Development; Senior Leaders

The old adage is "what you measure is what you get." Individual leaders need to know how and for what they will be held accountable for mastering and using the skills of SLII. The more robust the plan and the more strategies used, the more serious leaders will be about putting what they learned into practice. We believe it's important, before SLII training is scheduled and delivered, to

1) Determine how leaders who attend SLII will be held accountable for using what they learned.

2) Determine how the organization will measure results. The SLII Playbook will help organizations plan for and expect hard evidence that learners are using what they learned back on the job and making positive contributions to the business.

Best Practices

There are many measurement options. We suggest you choose two to four from the list below as you craft a measurement plan:

- Track leaders' completion of the SLII Challenge.

- Track team members' download of the SLII App.

- Measure the frequency of One on One Conversations (as reported by team members).

- Conduct an SLII Impact Study.

- Collect and share SLII Success Stories.

Tools for Play 6

6.1 SLII Challenge—Best Practice Path

6.2 SLII Impact Study—Sample

6.3 SLII Success Story Worksheet

6.4 SLII Success Story Email

Measurement

Provide Ongoing Leadership Style Feedback

All Senior Leaders who will not attend the entire SLII® program

Leaders need feedback on how well they are using the skills of SLII. There are several tools provided in SLII that easily allow leaders to get that feedback. One SLII Challenge activity features an expanded SLII Fitness Test for leaders to take after training; another includes the SLII Fitness Test—Other, interview questions, and feedback tips that help leaders get feedback from team members. Another leadership-style feedback strategy is to conduct pre- and post-LAPII results—prior to and 6 months after SLII training.

Feedback

Best Practices

- Ask leaders to collect SLII Fitness Test—Other feedback immediately after, and 3, 6, and 9 months after attending SLII.

- Ask leaders to meet with their team members to discuss the SLII Fitness Test—Other feedback.

- Ask leaders to take the SLII Fitness Test—Challenge 3, 6, and 9 months after attending SLII.

- Commit to pre- and post-LAPII data collection prior to and 6 months after SLII.

- Ask leaders to have a conversation with their team members about their leadership style, using the Sample Feedback Questions, 3 or 6 months after attending SLII.

Tools for Play 7

7.1 SLII Fitness Test—Challenge

7.2 SLII Fitness Test—Other

7.3 LAPII Report—Sample

7.4 Sample Feedback Questions

Develop SLII Coaching Capability

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Learning and Development; Senior Leaders

It is proven that leaders who are coached after training develop more robust leadership skills and achieve better results than leaders who just attend training. To maximize the ROI on an SLII investment, an organization should invest in developing its SLII coaching capability. This can be accomplished through developing the skills of internal coaches or using external coaches. Peer coaching and/or group coaching strategies can also be used. Coaching clinics or support groups in which leaders present and dress rehearse challenging conversations and receive peer or executive coaching are also viable strategies to provide ongoing coaching.

Best Practices

- Provide SLII Coach training to HR professionals in the organization.

- Commit to providing external SLII Coaching.

- Add Blanchard's Coaching Essentials course to the organization's leadership development curriculum.

- Set up peer or group coaching calls.

- Provide sponsors with executive coaching.

Tools for Play 8

8.1 Coaching Essentials® for Leaders Overview

8.2 Executive Coaching

Coaching

Keep SLII Top of Mind

Considering all of the demands that are placed on leaders today, it's important to keep SLII top of mind in order to maximize the organization's investment. That can be done through reunions, refreshers, podcasts and books, SLII reminders in work areas, SLII communities of practice, SLII awards, etc. Biweekly SLII virtual meetings to share successes, bring questions to the surface, and provide peer coaching can also be very helpful in keeping SLII top of mind.

Learning and Development; Senior Leaders

Top of Mind

Best Practices

- ■ Decide how your organization will keep SLII top of mind and implement at least three practices.

Tools for Play 9

9.1 Top-of-Mind Ideas

Master Index of Tools

Environmental Statement

The Ken Blanchard Companies® strives to conserve natural resources by minimizing consumption of resources and energy, reducing emissions, and increasing awareness so that future generations will inherit a healthy, sustainable planet.

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