

Situational Frontline Leadership

Improving Leadership Skills of Frontline Supervisors

A new type of leader is needed to inspire today's workforce. This person must be able to transform plans into action by working with individuals to ensure that their jobs are personally meaningful and motivating. He or she must model and coach the expected behaviors and be in charge of catching people doing things right.

The new frontline leader is different from the command-and-control leader of the past. People are not interested in working for someone who just gives orders daily and conducts evaluations annually. Employees today are looking for leaders that will coach them by providing either direction or support (or both) as they attain their goals.

The new leader will focus on the future. He or she will create a motivating environment by defining a compelling vision and finding ways to help people discover how meaningful their work can be. He or she will engage employees in the process by helping them set their goals, enjoy their successes, and encourage their self-initiative.

He or she will look ahead to what could be and conduct energetic, productive, and mutually satisfying conversations with direct reports. He or she will ask, "What do you want to accomplish in the next few months? How will we measure it? What is your most efficient route toward these goals? How can I help?"

This new leader will meet more frequently—and less formally—with the people he or she supports. Performance reviews will celebrate the year's accomplishments. The secret to helping an employee excel lies in the details: the best way to capture the details is to meet frequently and informally, while the specifics of a success or a disappointment are fresh in the memory. This makes the conversation vivid and the advice timely. Instead of saving performance discussions—and criticisms—for a formal annual review, the new leader will meet with his or her direct reports bimonthly, weekly, or even daily to discuss each employee's performance, needs, and goals.

Engaging Leadership

The cost of ineffective leaders is staggering. The Gallup Organization's research on employee engagement finds that approximately 29% of employees are engaged, 55% are not engaged, and 16% are actively disengaged. This data is based on more than three million employees in companies around the world. Gallup estimates that the 16% actively disengaged employees in the United States cost \$350 billion in lost productivity in 2002.

Finding ways to increase employee engagement can significantly affect organizational productivity. Leaders have, by far, the largest impact on levels of engagement.

The Process

Situational Frontline Leadership is a revision of the award-winning program, Leadership Training for Supervisors, which is designed to increase team member productivity and engagement. It equips leaders to effectively handle the situations they face every day—setting goals, assigning work, giving praise, and resolving performance problems.

The SFL process follows a behavior-modeling format, with an emphasis on key communication skills. Situational Frontline Leadership provides the SLII® competitive edge and the skills that leaders need to have a Partnering for Performance conversation with employees at each of the four development levels. The communication skills are specified for each development level; supervisors will learn how to listen and know how to respond, depending on the individual's needs.

Frontline leaders are people who must manage the performance and development of an increasing number of people. Situational Frontline Leadership teaches the skills needed to carry out the primary responsibility that is at the heart of every leader's role: to develop his or her people for optimum performance and engagement. The focus of the program is on gaining knowledge of the four leadership styles and their appropriate application, setting goals and clarifying direction, and improving communication. As a result, levels of trust increase, communication improves, and teamwork flourishes.

Engaging Learning Methodology

Employing the latest thinking in adult learning theory, the program teaches the Situational Leadership® II Model through discovery learning, rather than by lecturing, and it focuses participants on practicing the skills required for Partnering for Performance with their direct reports at each stage of development. The core communication skills of providing work direction, being specific, using active listening techniques, giving feedback, and enhancing self-esteem are introduced and then elaborated throughout the program.

Participants are provided with skill-building opportunities, using their own people with real issues to design practice opportunities so they can use these skills to provide effective leadership at each of the four development levels. In addition to the participant workbook, a performance planner aids in skill practice in the workshop and back on the job. This practical, hands-on workshop develops useful skills that can be readily transferred to the job.

Training Design Options

The program offers two main training options: a two-day or a three-day classroom experience. Each design contains the core content, but the longer design provides more skill practice. The design can be further modified by combining and rearranging the learning activities for the client, and then delivering the program modules over time or on consecutive days. This flexible delivery option allows for different training approaches to meet the needs of different parts of the organization, while ensuring consistency in the quality and content of the training curriculum.

The two-day class is designed to provide skill building to enable leaders to make an impact on people's performance and engagement. The three-day class is an in-depth design that provides extensive skill practice and results in a deeper understanding of the concepts.

What improves the level of employee engagement?

- Clear performance expectations
- A strong relationship and clear communication with leaders
- Meaningful and important work
- Increasing their sense of trust and improving teamwork
- Opportunities to grow and develop

Objectives

After completing this course, participants will be able to

- Take responsibility in developing their direct reports
- Diagnose employees' development needs and then adapt their leadership style to meet those needs
- Partner by creating a side-by-side relationship where both parties are mutually influential
- Understand how effective leadership can provide high levels of performance and employee satisfaction
- Transfer newly learned skills to partner with their people on a journey that can transform basic beginners into Self-Reliant Achievers

Outcomes and Deliverables

Awareness

Participants will

- Understand that leaders are responsible for developing their people
- Realize that developing people requires diagnosing their development needs and adapting their leadership style to meet those needs
- Understand that leadership is most effective when it is a partnership—a side-by-side relationship where both parties are mutually influential
- Appreciate that their job as a leader is to balance performance and engagement

Skills

- Providing direction
- Coaching
- Delegating
- Listening
- Actively communicating
- Developing others
- Working well with others
- Providing feedback
- Resolving performance problems
- Building self-esteem
- Building relationships

Change

- There is increased productivity and job satisfaction.
- The leaders continually Partner for Performance, thus supporting employees' achievement of their goals.
- Open and engaging communication is common throughout the organization.
- Beginners become Self-Reliant Achievers.

Modules of Situational Frontline Leadership

Situational Leadership® II

- Employee Engagement
- Turning Points
- Diagnosis (The Four Development Levels)
- Flexibility (The Four Leadership Styles)
- Matching

Partnering at D1

- Active Listening–EAR Model
- Matching
- Needs at D1
- Focus on Specifics
- SMART Goals
- Providing Work Direction at D1
- Performance Planning at D1
- Performance Coaching

Partnering at D2

- Needs at D2
- Providing Work Direction at D2
- Types of Feedback
- Providing Praise
- Active Listening
- Performance Planning at D2

Partnering at D3

- Needs at D3
- Providing Work Direction at D3
- Self-Esteem
- Active Listening
- Self-Esteem and Listening
- Performance Planning at D3

Resolving Performance Problems

- Analyzing Performance Problems
- What Gets in the Way
- Resolving Performance Problems Model
- Active Listening
- Resolving Performance Problems

Partnering at D4

- Delegating
- Needs at D4
- Providing Work Direction at D4
- Performance Planning at D4
- Matchfinder
- Implementation Plan

Strengths & Advantages of Situational Frontline Leadership

- Leaders are equipped with the skills needed to carry out the primary responsibility that is at the heart of every leader's role: to develop his or her people for optimum performance and engagement.
- The emphasis is on learning by doing—the design implements skill practices to address everyday situations with employees before the participants use these skills back on the job.
- SFL creates a common language of leadership for the participants' organization.
- Performance problems are easily addressed and resolved allowing leaders to partner for performance at each of the development levels.
- SFL sustains and reinforces Situational Leadership® II.
- Active and passive learning techniques provide the learner with more opportunities for self-discovery.
- The flexible design can be tailored by choosing the best delivery option.

Business Issues Addressed

- Increased retention
- Stronger motivation and higher morale
- More trust and greater respect
- Optimized use of talent and resources
- Optimized performance and development

Audience

- Leaders, managers, and supervisors who want to improve their leadership and interpersonal effectiveness in order to provide solid leadership
- New or existing Blanchard® clients that seek to leverage their investment in SLII®

Contact Us

Beijing	010-58273388 ext.6123	Wuhan	027-85510128 ext.109
Shanghai	021-61601888 ext.8666	Xi'an	029-88416622 ext.888
Shenzhen	0755-83782722	Chengdu	028-86616978 ext.319
Nanjing	025-86558812 ext.338	Chongqing	023-89067911
Hangzhou	0571-85808808 ext.835	Shenyang	024-22812138 ext.826