



BUILDING TRUST AND SLII®

Increase your SLII® Leaders' effectiveness by adding Building Trust to your leadership curriculum.

To be a situational leader, you have to have a trustful and respectful relationship. It is a foundational skill. Without trust, employees will not feel comfortable expressing their needs for direction or support. Creating trust establishes a basis for having a conversation about performance and development. Leadership (and SLII® behaviors) in the absence of trust could be seen as manipulative and controlling.

You cannot be a situational leader without a trustful relationship. Managers won't delegate without it, and individual contributors won't admit their needs if they don't trust those above them. Building Trust is designed to build skills needed to be an effective SLII leader. The content of this program is tightly integrated with the SLII Model and other Blanchard programs.

HOW BUILDING TRUST SUPPORTS SLII OBJECTIVES

Goal Setting: People set difficult goals for themselves only when they work for a leader they trust. When direct reports distrust their leader, they hold back, setting goals they know that they can achieve with or without their manager's support.

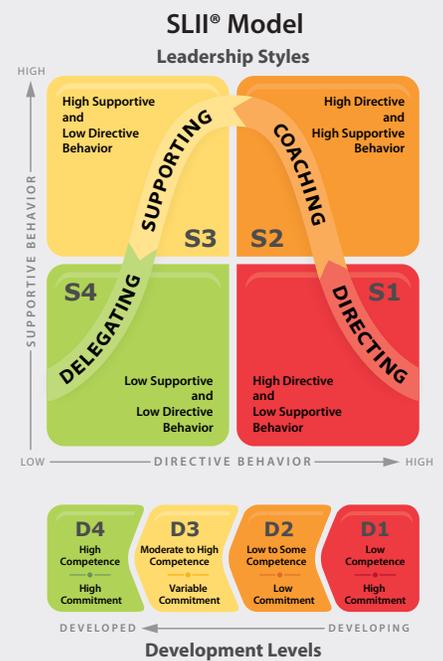
Diagnosing: People are more forthcoming about their competence and commitment levels when they work for a leader they trust. People will rarely disclose weaknesses if they perceive they could be used against them.

Matching: In a low-trust environment, people perceive a manager's increased direction as micromanagement and a manager's increased delegation as setting a person up to fail.

LEVERAGE YOUR INVESTMENT IN SLII

SLII leaders who are seen as trustworthy:

- increase their effectiveness
- develop team members faster
- open up communication
- experience lower turnover



HOW THE ELEMENTS OF TRUST LINK TO SLII SKILLS

The Elements of Trust



ABLE

Demonstrates Competence

Expertise
Results
Effectiveness



BELIEVABLE

Acts with Integrity

Honesty
Values
Fairness



CONNECTED

Cares about Others

Benevolence
Communication
Rapport



DEPENDABLE

Honors Commitments

Reliability
Accountability
Responsiveness

Able: Demonstrates Competence

Low scores on ABLE can be addressed through DIAGNOSING and MATCHING, the second and third skills of a situational leader. If a leader believes a team member is not ABLE, he or she can discuss the team member's lack of demonstrated knowledge, skills, and experience (Expertise); lack of a track record of achieving goals consistently (Results); or lack of planning, problem-solving, or decision-making skills (Effectiveness). If competence is low, the leader can develop the team member's skills by providing Directive (and eventually Supportive) Leadership Behaviors.

Believable: Acts with Integrity

Low scores on BELIEVABLE means that team members don't see their leader as having integrity or being credible or fair. When leaders engage in Supportive Leadership Behaviors to encourage alignment and collaboration and to create equitable solutions, trust goes up.

Connected: Cares about Others

Low scores on CONNECTED are addressed in several Blanchard programs. Supportive leadership behaviors taught in SLII®— such as Sharing Information about Self and Organization, Providing Rationale, Asking for Input, Listening, Acknowledging and Encouraging— all support the three Building Trust components of Benevolence, Communication, and Rapport.

Dependable: Honors Commitments

Low scores on DEPENDABLE can be improved by the use of Directive leadership behaviors taught in SLII®—such as Goal Setting, Establishing Timelines, Clarifying Roles, Monitoring, and Tracking Performance—and by both the leader and team member committing to consistent follow-through. Any time a leader flexibly matches his or her leadership style to the situation, trust increases.

By giving your managers the skills they need to strengthen their trustworthiness, you'll allow them to be more effective situational leaders and become the kind of leaders people want to follow.

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