



Introducing

# Situational Conversations™

Applying Situational Leadership® behaviors through conversation to drive behavior change



## Enable your leaders to drive success and engagement through impactful conversations

The *Situational Conversations*<sup>™</sup> course equips leaders with the ability to drive behavior change by applying Situational Leadership<sup>®</sup> skills to conversations with the people they lead. By employing a whole-person approach to conversations, your leaders will understand the many factors that impact performance. Making these conversations an everyday practice will create an environment of transparency and trust that fosters honest, open performance conversations.

# Why This Program?

It empowers leaders to apply the Situational Conversations™ Framework to engage in skillful, whole-person conversations, fostering an environment built upon transparency and centered around performance.



## EMPOWERING STRATEGIES

Enables leaders to drive success, engagement and connection through a whole-person leadership approach.



## SELF ASSESSMENT

Measures how effective learners are at approaching conversations as a Situational Leader.



## BUILDS KEY SKILLS

Teaches leaders how to understand their teams' needs, correctly diagnose a situation and facilitate open, two-way conversations that strengthen connections and drive performance.



## SITUATIONAL AWARENESS

Equips leaders to navigate change by staying attuned to team members' unique circumstances and performance needs.



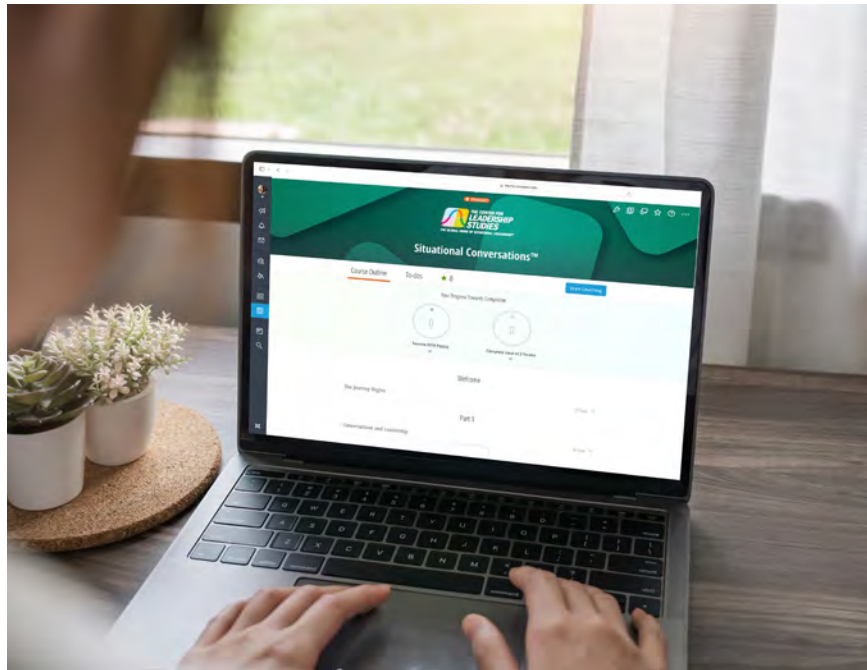
## FLEXIBLE COURSE OPTIONS

Available modalities include in-person and virtual instructor-led training, digital blended and self-paced.



## CERTIFICATION PROCESS

Allows trainers to deliver the course across multiple modalities with one certification process.



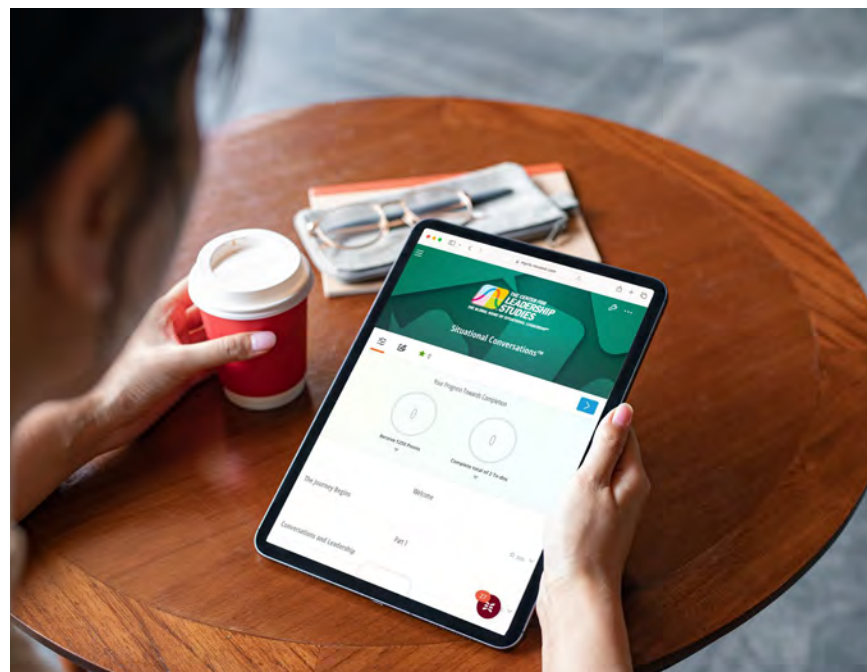
# Modern

Learners today work in unprecedentedly diverse teams in a variety of environments and communication channels. As such, they need training that is **clear, relevant,** applicable and **accessible** to them when and how they need it.



# Consistent

Learning objectives, outcomes, **content and materials are consistent across all modalities.** But while the content remains the same, the learning **experience is optimized to each modality.**



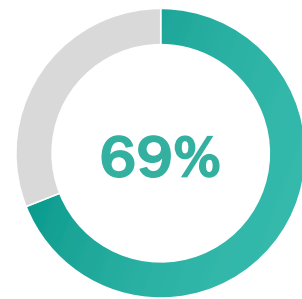
# Flexible

The *Situational Conversations*<sup>™</sup> course provides a **single solution for your hybrid workforce,** helping you **increase the scale and speed** of your leadership training to develop more leaders in less time.

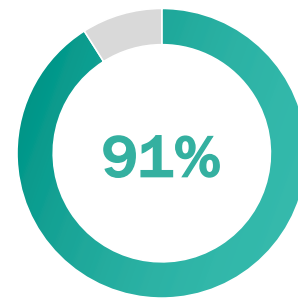
# Workforce Data

Conversations play a critical role in the workplace to provide information, drive performance, enhance engagement, forge connections and so much more. Conversations all have one thing in common—they are situational! But when done poorly, organizations suffer.

The *Situational Conversations*™ course prepares leaders to engage in meaningful conversations that foster deeper connections, making employees feel more seen and appreciated and empowering them to perform their best.



69%  
of managers say that they're often uncomfortable communicating with employees.<sup>1</sup>



91%  
of employees feel their managers lack effective communication skills.<sup>2</sup>

\$62.4M

is the average yearly loss due to poor communication at large-scale companies.<sup>3</sup>

\$420K

is often lost annually at smaller companies.<sup>3</sup>



70%  
of employees are avoiding difficult conversations at work.<sup>4</sup>

<sup>1</sup>Solomon L. *Harvard Business Review*. October 25, 2017. <https://hbr.org>. Accessed December 12, 2023.

<sup>2</sup>Schwantes M. *inc.com*. August 10, 2017. <https://www.inc.com>. Accessed December 12, 2023.

<sup>3</sup>Buhler P M, et al. *SHRM*. April 11, 2018. <https://www.shrm.org>. Accessed December 12, 2023.

<sup>4</sup>Solomon L. *Harvard Business Review*. October 25, 2017. <https://hbr.org>. Accessed December 12, 2023.

# Learning Outcomes

The *Situational Conversations*™ course teaches leaders to apply the Situational Conversations™ Framework to drive success and engagement through a whole-person approach to leadership.

**Drive performance and engagement** by leveraging a whole-person approach in performance conversations.

**Enable greater alignment** by engaging in conversations that create same-page status around performance expectations.

**Nurture relationships** by building trust, mutual respect and establishing shared goals around the work.

**Enhance connection** through meaningful conversations that empower team members to perform their best.

**Improve long-term development** through increased retention by making employees feel seen, valued and appreciated.

# Learning Features

**Engaging:** Integrates activities with daily work and makes an immediate impact

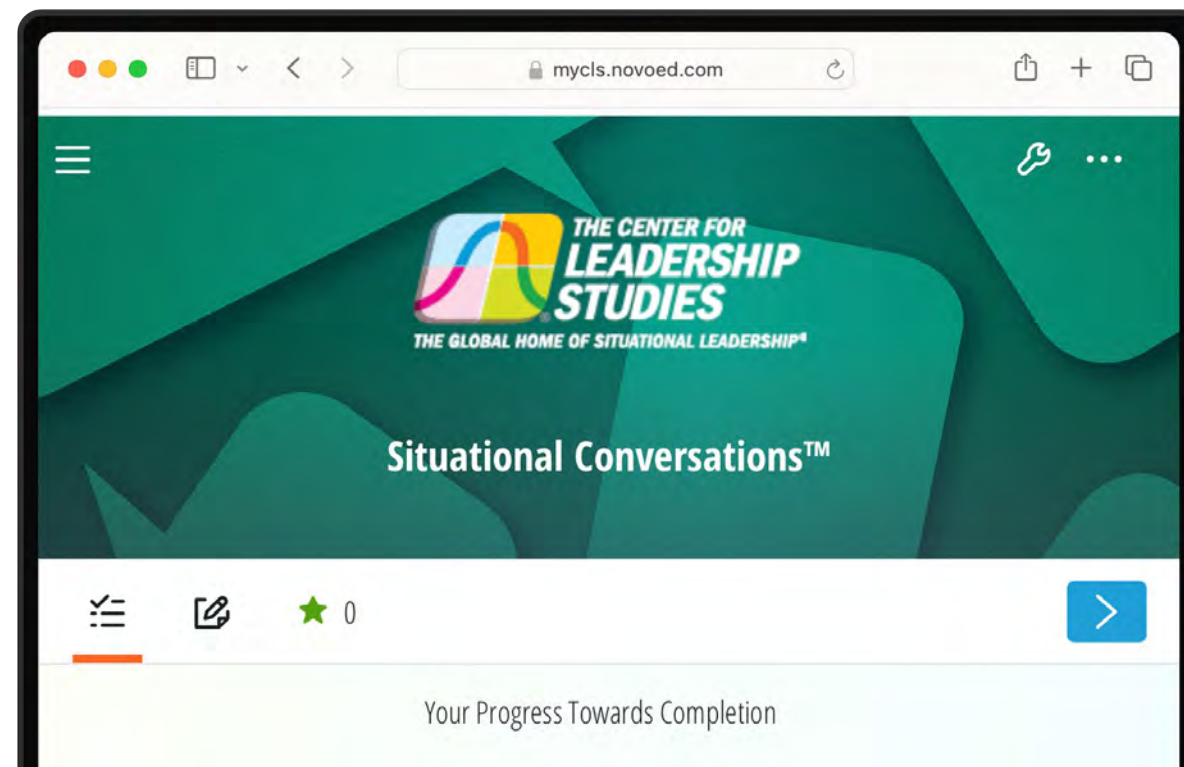
**Highly Relevant:** Supports retention, reflection, practice, application and feedback

**Collaborative Learning:** Enables learners to share insights, feedback and encouragement with each other (cohort collaboration)

**Facilitator Feedback:** Supports learners with expert advice and insights

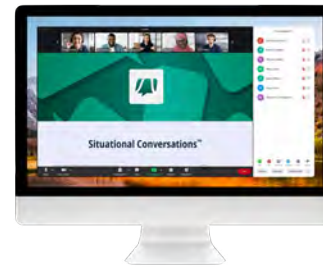
**Reinforcement and Practice:** Provides tools for application on the job

**Streamlined Certification Process:** Equips trainers to deliver the course across all modalities with one certification process



# Learning Formats

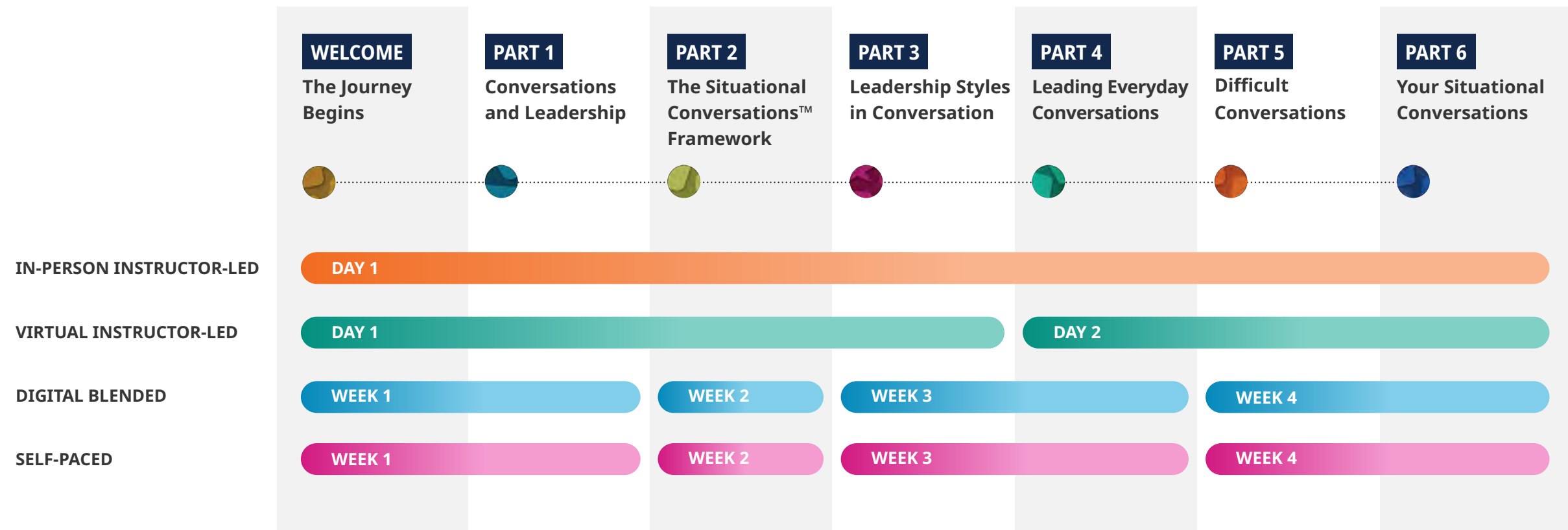
The *Situational Conversations™* course delivers consistent, high-impact learning experiences across multiple modalities to meet the unique needs of your learners.



<b>MODALITY</b>	In-Person Instructor-Led	Virtual Instructor-Led	Digital Blended	Self-Paced
<b>DURATION</b>	1 day	2 half days	4 weeks	4 weeks
<b>SEAT TIME</b>	8 hours	8 hours	8 hours	8 hours
<b>LEARNING STYLE</b>	Synchronous	Synchronous	Polysynchronous	Asynchronous
<b>MATERIALS</b>	Participant Workbook and handout	Digital Participant Workbook and digital handout	Digital handouts and job aids	Digital handouts and job aids

# Your Learning Journey

This learning journey enables learners to take their Situational Leadership® skills to the next level through effective performance conversations that foster trust by leveraging a whole-person approach.



*Note: The timelines depicted in this graphic reflect the rollout recommendations by CLS.*



THE GLOBAL HOME OF SITUATIONAL LEADERSHIP®



# Situational Conversations™

Participant Workbook

**The Center for Leadership Studies**

The Center for Leadership Studies recognizes that successfully influencing the behavior of others is not an event, but an ongoing, intentional practice. This certificate signifies that you have a true understanding of the Situational Conversations™ framework and recognize the value of increasing your effectiveness as a leader by applying the Situational Leadership® process to support productive conversations.

has successfully completed the requirements grounded in The Center for Leadership Studies Competency Model as set forth in:

**Situational Conversations™**

**LEARNER**

THE CENTER FOR LEADERSHIP STUDIES  
THE GLOBAL HOME OF SITUATIONAL LEADERSHIP®  
Telephone 916-355-8763 | situational.com

**Situational Leadership®**

**Influence Behaviors**

**Performance Readiness®**

	HIGH	MODERATE	LOW
HIGH	<b>R4</b> Able and Confident and Willing	<b>R3</b> Able but Insecure or Unwilling	<b>R2</b> Unable but Confident or Willing
LOW	<b>R4</b> Able and Confident and Willing	<b>R3</b> Able but Insecure or Unwilling	<b>R1</b> Unable and Insecure or Unwilling

Self Directed | Leader Directed

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**Performance Readiness® Behavioral Indicators**

**Ability** is the knowledge, experience and skill that an individual or group demonstrates for a particular task or activity.

- When assessing each of the three variables for ability, focus on how much of each is being demonstrated for the task in question.
- The issue here is, "Are they?" and not, "Can they?"

**Willingness** is the confidence, commitment and motivation that an individual or group demonstrates when performing a task.

- When assessing the three elements of willingness, the strongest-fee need is usually the important driver.
- Be careful to avoid diagnosing insecurity as unmotivated.

<b>R3</b> Able but Insecure or Unwilling	<b>R2</b> Unable but Confident or Willing
<b>R4</b> Able and Confident and Willing	<b>R1</b> Unable and Insecure or Unwilling

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# Situational Conversations™ Participant Kit

Participant materials are consistent across all four modalities.

# Situational Conversations™ Facilitation Kit

Facilitator materials are consistent across all four modalities.



## Situational Conversations™

Leader's Guide

### The Center for Leadership Studies

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The Center for Leadership Studies Competency Model as set forth in:

### Situational Conversations™

CERTIFIED TRAINER



Telephone 919-355-8763 | situational.com

SL-978120128

# Situational Conversations™ Certification

The *Situational Conversations*™ Certification equips trainers to deliver the course across all modalities—in-person instructor-led, virtual instructor-led and digital blended live sessions. The *Situational Conversations*™ Certification is designed to ensure comprehensive understanding of the Situational Conversations™ Framework and content proficiency in key concepts while providing opportunities to prepare and personalize facilitation.

## Certification Benefits:

- ☑ One certification for four modalities
- ☑ Join an elite community of certified trainers
- ☑ Exclusive access to quarterly Trainer Development Calls
- ☑ Membership to an exclusive LinkedIn Group of Situational Leadership® Trainers
- ☑ Video descriptions of content and flow of the course
- ☑ Example recordings of CLS Master Trainers facilitating each modality of the course
- ☑ Knowledge checks, submissions and assignments to confirm your understanding
- ☑ FAQs and answers from CLS Master Trainers
- ☑ Standardized rubric for teach-backs
- ☑ Resource hubs that provide additional, modality-specific videos
- ☑ Collaborative learning opportunities to interact with peers and facilitator
- ☑ Live Q&A session with a certified facilitator
- ☑ Facilitator material downloads

# What People Are Saying

“Personally, the relationship-building segment put the program over the top for me. It’s a serious breakthrough for the way Situational Leadership® practices regard the whole person.”

*-Director of Talent at a Top Manufacturing Organization*

“The *Situational Conversations*™ course has directly impacted some challenging conversations I needed to have before attending. This course built my confidence to intervene and provided tools to guide me through the discussions. The parties involved are back to performing and we’re actively working through their areas of conflict.”

*-Senior Manager of Operations at a Growing Technology Company*

“The course has definitely increased my awareness of what could be affecting performance inside and outside of work. I’m able to adjust in the moment when a performance conversation needs to pivot to a personal conversation. My people are responding well to this approach and being more forthcoming with their pain points and successes.”

*-Regional Manager at a Leading Food and Beverage Company*

“I’m having such rich and transparent conversations with my team using the skills I gained in this course. Morale and trust are up, and direct reports are more engaged with each other and their tasks.”

*-Director of Training at a Regional Bank*

# Get Started Today

## Public Workshop

Your learners attend any modality of the public workshop.

[Learn More](#)

## Private Workshop

Utilize one of our Certified Trainers to facilitate the virtual, digital blended or in-person course across your organization.

[Learn More](#)

## Certification

Certify your internal trainer(s) to facilitate *Situational Conversations™* for your learners.

[Learn More](#)

See it for yourself! Get a sneak peek of  
**Situational Conversations™**  
**Course Preview**

Register now to receive access to the course preview!

