

# ATDSFL Champions of Learning Best Practices Submission Form

**Collector:** Web Link 2 (Web Link)  
**Started:** Monday, April 29, 2019 8:40:26 AM  
**Last Modified:** Friday, May 03, 2019 4:25:47 PM  
**Time Spent:** Over a day  
**IP Address:** 205.166.161.61

---

**Q1 Organization (as printed on certificate):**

Broward County/Learning & Organizational Development

---

**Q2 Project/Initiative Title:**

Situational Leadership II

---

**Q3 Name of Person Submitting:**

Ruth Myles

---

**Q4 Work phone number:**

954-357-6441

---

**Q5 Mobile phone number:**

954-496-5610

---

**Q6 Email address:**

rmyles@broward.org

---

## ATDSFL Champions of Learning Best Practices Submission Form

**Q7** Write a brief summary of your project/initiative. Please limit your response to between 150 and 200 words.

In FY 2018, Broward County recognized the need for a proven, time-tested leadership model to serve as the organization's standard. The County chose Blanchard's Situational Leadership® II (SLII®) model. The County Administrator communicated to all employees the adoption of the new model via the Quarterly Manager's Meetings. This means support for the new leadership model came from the top and was cascaded down. The SLII leadership model has been used to train over 5 million managers in the world's most respected organizations. The County also chose SLII because it is a developmental framework that moves an employee from being an Enthusiastic Beginner to a Self-Reliant Achiever. The rollout included the following activities: having the Ken Blanchard company deliver two onsite certifications programs for 33 Human Resources staff; identifying "all job positions who had direct reports" as the target market for the course; customizing the 14-hour course down to seven hours to meet the scheduling needs of staff ; and delivering the classes two different ways (agency-specific or open enrollment.) Post-training assignments were issued and coaching sessions were offered to ensure Level 3 evaluation. Going forward, SLII will be held quarterly for new hires with direct reports.

---

**Q8** What was the business/organizational need that led to this initiative? Please limit your response to between 150 and 200 words.

The organizational need that led to this initiative was determined by employee data-driven research. The County identified that: 1) a majority of the individuals promoted into leadership positions were not equipped to truly develop their employees; "managers don't feel comfortable having development conversations"; 2) low employee retention rates in specific sections were attributed to poor employee development avenues; and 3) front-line individuals felt they did not receive enough, or the right kind of, direction and support. According to a 2015 survey conducted by Jones/NCTI, "7 in 10 respondents say job-related training and development opportunities impact their decision to stay with a company." To support this research, to paraphrase a famous quote---people leave managers, not companies. To address these issues, the County implemented SLII so that leaders would have the three skills (Goal Setting, Diagnosing, and Matching) to develop their employees both in-the-moment and long term. The County also identified through reviewing existing performance appraisals that the goals written were not considered SLII-SMART: Specific; Motivating; Attainable; Relevant; and Trackable.

---

**Q9** What actions did you take that led to the success of this initiative? Please limit your response to between 400 and 500 words.

The County took over 10 major actions that led to the success of the SLII initiative: 1) certified over 30 trainers-having many certified trainers ensured there was enough coverage for all classes; 2) cofacilitated the sessions-we partnered an experienced LOD trainer with an HR Officer which engaged the audience and established a deeper level of credibility; 3) had the HR Officers practice delivering the session at least twice prior to training; 4) delivered it in one day instead of two; 5) offered optional post-training, 1:1 in-person coaching sessions with the participants; 6) used the Blanchard Exchange [BEX] system to establish Leaderboards for 12 post-training challenges sent once a month; 7) marketed the program on billboards, intranet homepage carousel, and BCTV {the County's internal television network}; 8) offered three-hour, interactive classroom sessions that had participants practice each of the three skills with their unique situations {one hour each=Goal-setting, Diagnosing, and Matching}; 9) customized the 14-hour course down to seven hours to meet the scheduling needs of staff; 10) approached course delivery two ways, agency-specific and open enrollment; 11) enlisted the HR Generalists and Officers to personally reach out to their assigned agencies and register them for class; 12) created a communication plan that incorporated a one-sheeter to participants prior to class 13) leveraged the BEX to send pre-work which included a Leadership Behavioral Analysis used to identify participants' current leadership styles; 14) used BEX to have folks review the SMART Goals video and complete a goal worksheet; 15) secured buy-in from the County Administrator from the beginning and ensured that she communicated to all managers the expectations for SLII.

---

## ATDSFL Champions of Learning Best Practices Submission Form

**Q10** What outcomes resulted from your initiative and how did you measure them? Please limit your response to between 250 and 300 words.

The initial outcomes were measured via Level 1 evaluations on a 5.0 scale, where 5 was Strongly Agree. When asked, "did the program meet your expectations?" the average response was a 4.72. When asked, "how relevant is this program to your job?" the average weighted response was a 4.70 on a 5.0 scale. The open-ended question "Name one action you will take at the job as a result of this program" resulted in a majority of answers being around \*setting SMART goals for employees\*. While the County has offered classes on goal-setting for a decade, it is not mandatory nor is it embedded in the organization. As a pilot, LOD asked the Library division to set a goal of "Require 99% of your leaders to write and submit SMART goals for 90% of its employees by Jun 14, 2019." The goals will be collected via SurveyMonkey because the County does not have an electronic performance management system. A second Level 1 evaluation was sent within 90 days of course completion. The open-ended question was "What are you doing differently because of SLII?" 100% of respondents discussed diagnosing the development level of their staff.

---

**Q11** What information would be vital for other organizations to know if they wanted to replicate your initiative? Please limit your response to between 250 and 300 words.

If another organization replicates this initiative, we would suggest the following activities. #1: Secure buy-in from the highest leader in the organization and have them openly, and continuously, show their support. This worked well because the staff knew it was coming and were assured support came from above. #2-Choose a few specific SLII Administrators to manage the pre-work and post-work via BEX. Conduct \*very\* comprehensive training on the system. The Blanchard Exchange (BEX) system was not user-friendly for non-technical people. The County initially chose to have the SLII trainers responsible for pre-work and post work. It became a challenge for trainers to find time to perform the administrative duties involved. #3-Create one SLII Shared Calendar and give access to all stakeholders. Classes were not always full, and the seats could have been filled by other agencies. #4-Identify backup trainers for all classes. #5-Limit the class size to 16. While the course design can support at least 24, the interactive exercises were challenging to manage when the class size was too big. #6-Ensure there is enough money budgeted for all project materials prior to launching the program; purchasing the course materials added up very quickly and invoices piled up fast. #7-Partner experienced trainers with non-experienced trainers.

---

---

---