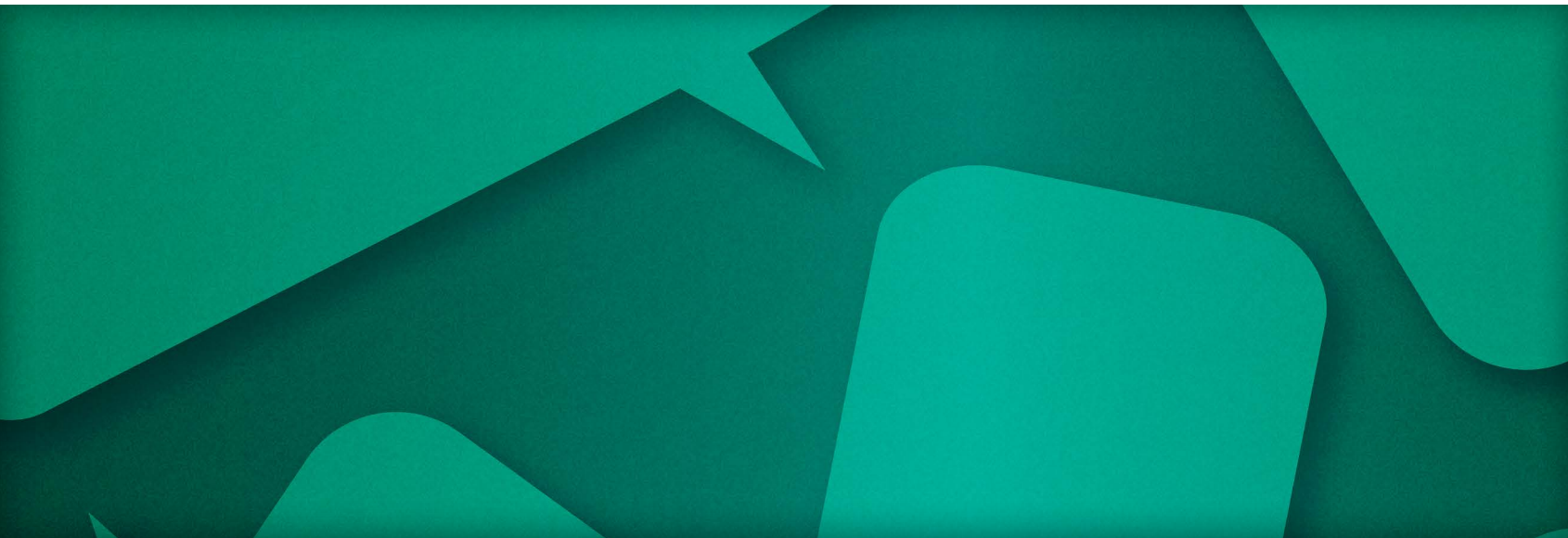
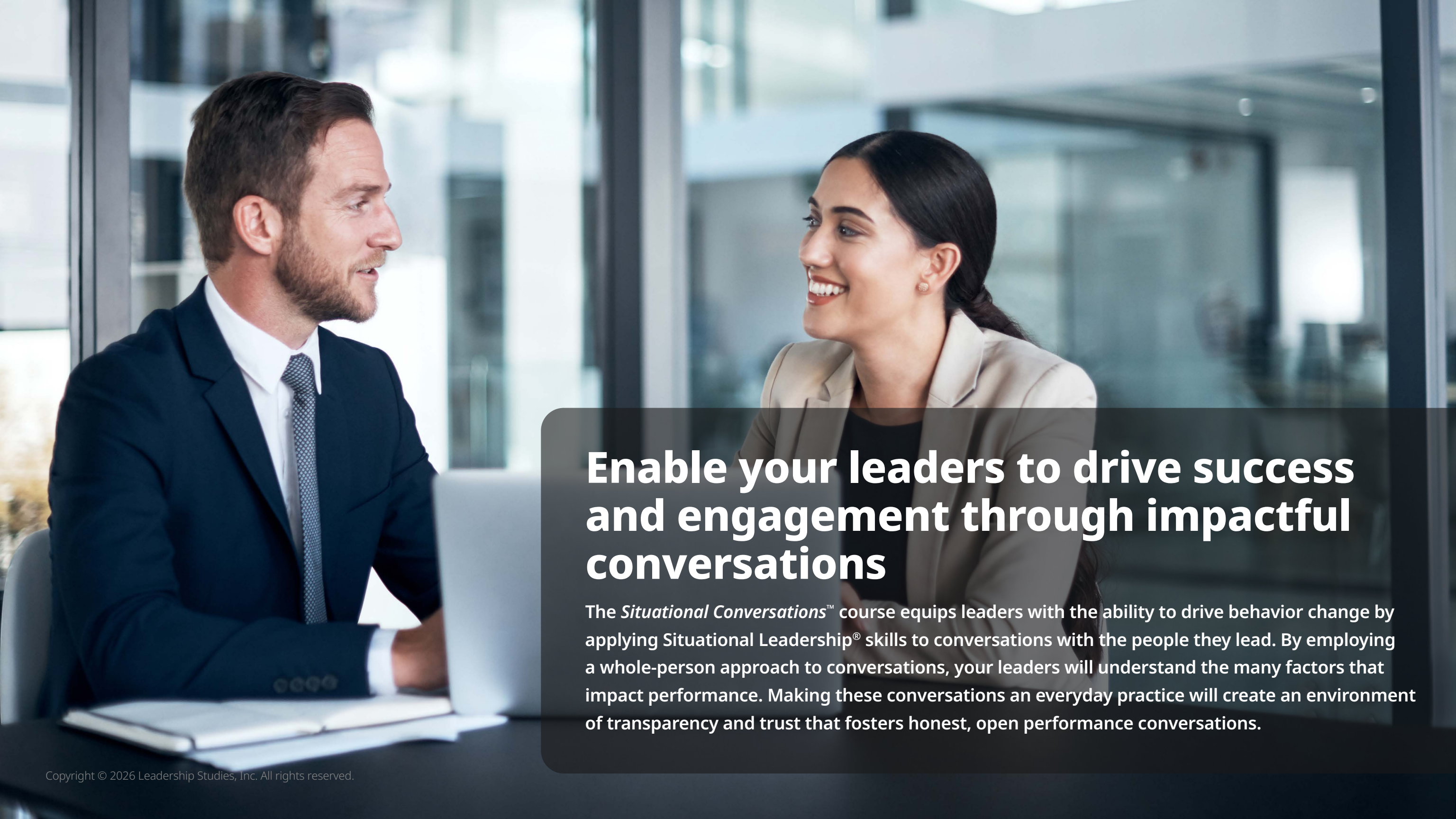




Introducing

Situational Conversations™

Applying a whole-person approach with
the Situational Leadership® Model

A man and a woman in business attire are seated at a desk, engaged in a conversation. The man, on the left, is wearing a dark suit and tie, and is looking towards the woman. The woman, on the right, is wearing a light-colored blazer and is smiling. They are in an office environment with large windows in the background.

Enable your leaders to drive success and engagement through impactful conversations

The *Situational Conversations*™ course equips leaders with the ability to drive behavior change by applying Situational Leadership® 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.



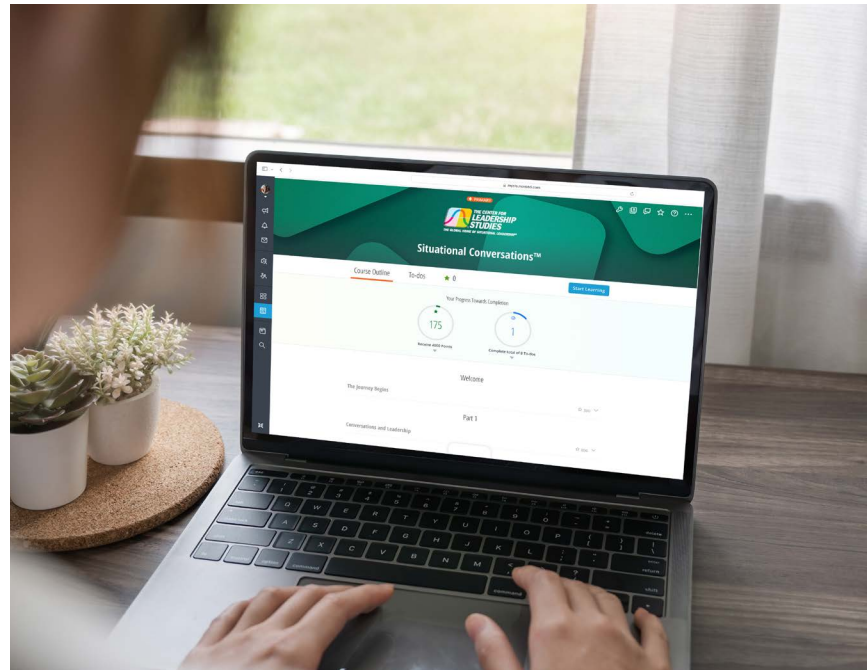
FLEXIBLE COURSE OPTIONS

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



CERTIFICATION PROCESS

Equips trainers to deliver the course across all modalities with one certification process.



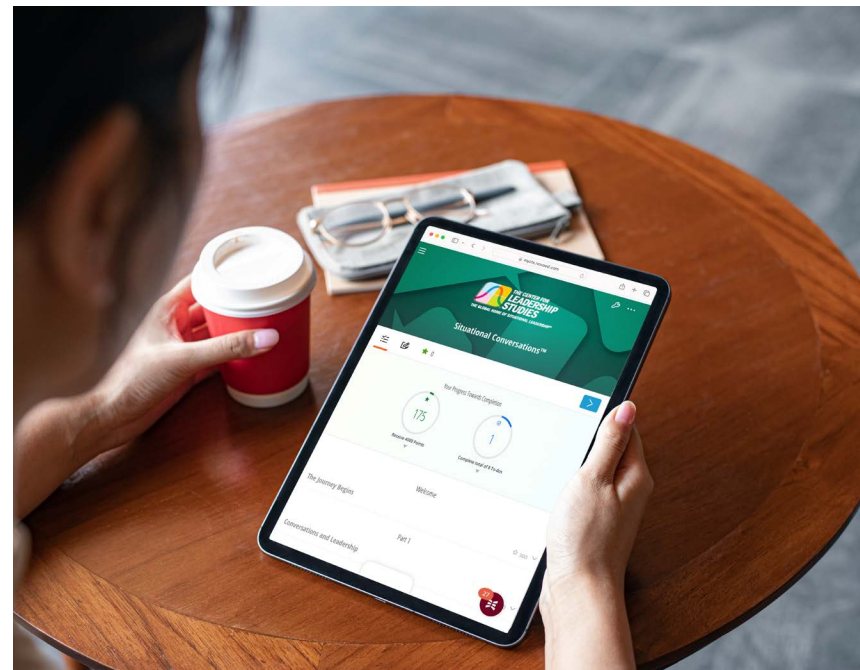
Modern

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.**



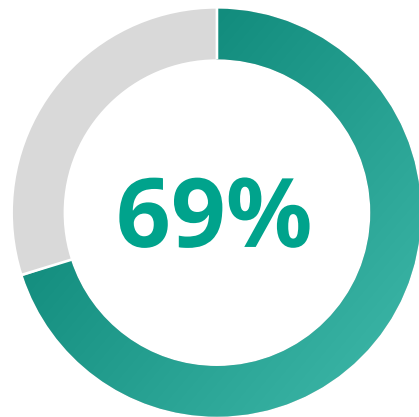
Flexible

The *Situational Conversations™* 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.

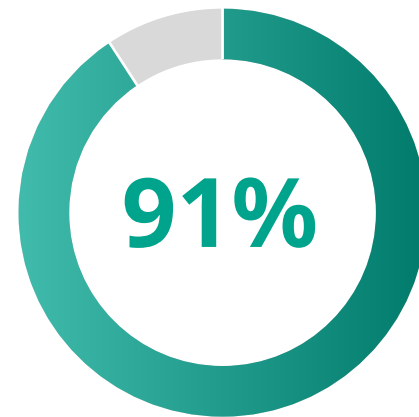
Workforce Data

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.

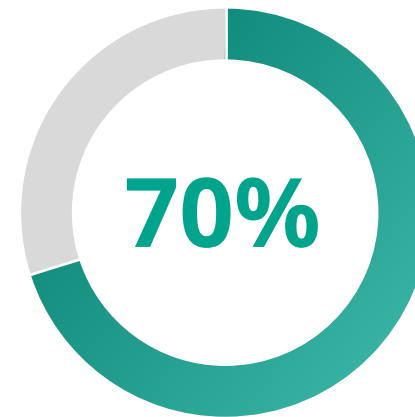
The *Situational Conversations*™ course prepares leaders to engage in meaningful conversations that foster deeper connections, making employees feel more seen and appreciated and empowering them to perform their best.



of managers say that they're often uncomfortable communicating with employees.¹



of employees feel their managers lack effective communication skills.²



of employees are avoiding difficult conversations at work.¹

\$62.4M

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

\$420K

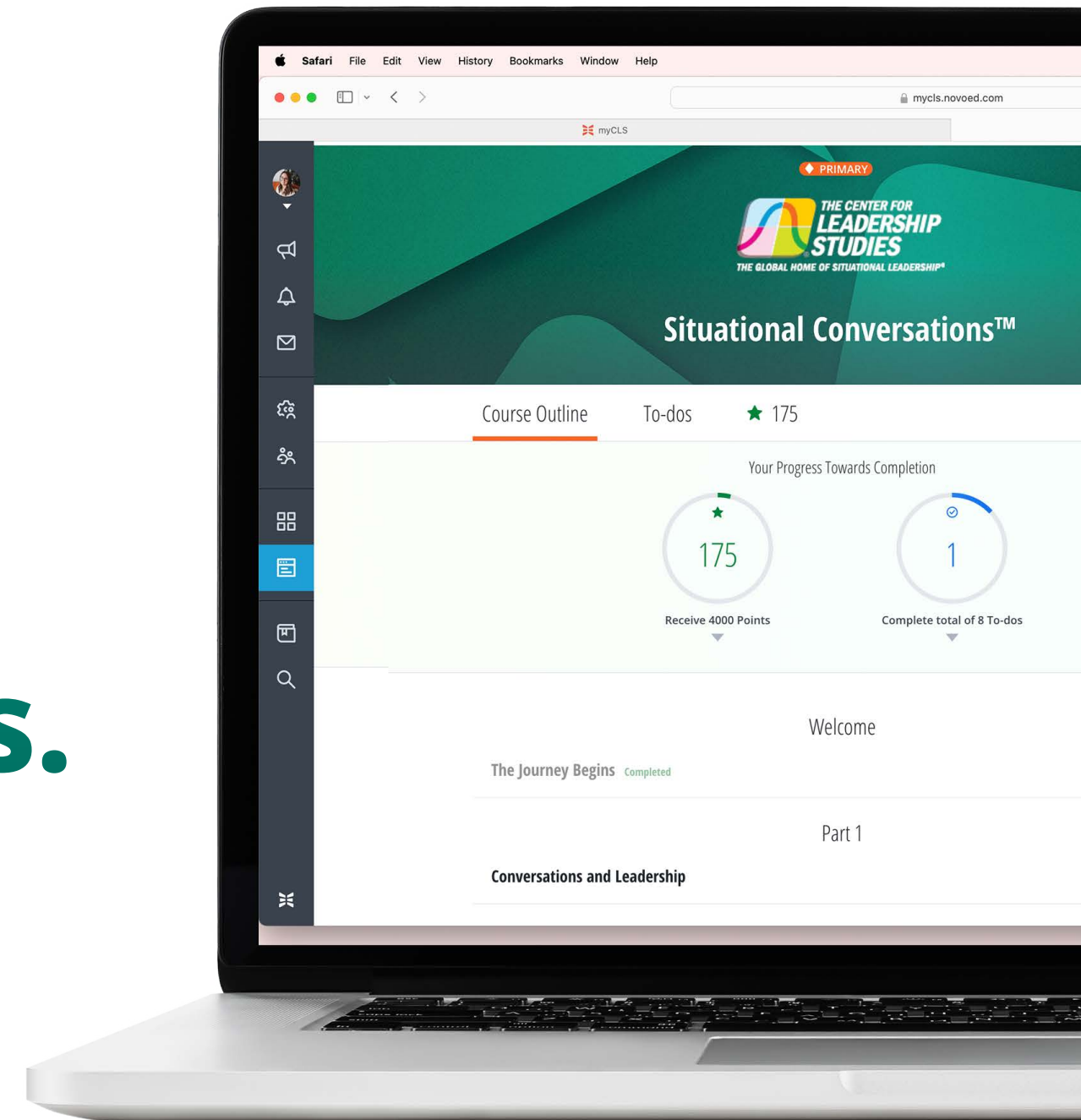
is often lost annually at smaller companies.³

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

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

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

**One Course.
Four Modalities.
Infinite Possibilities.**



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

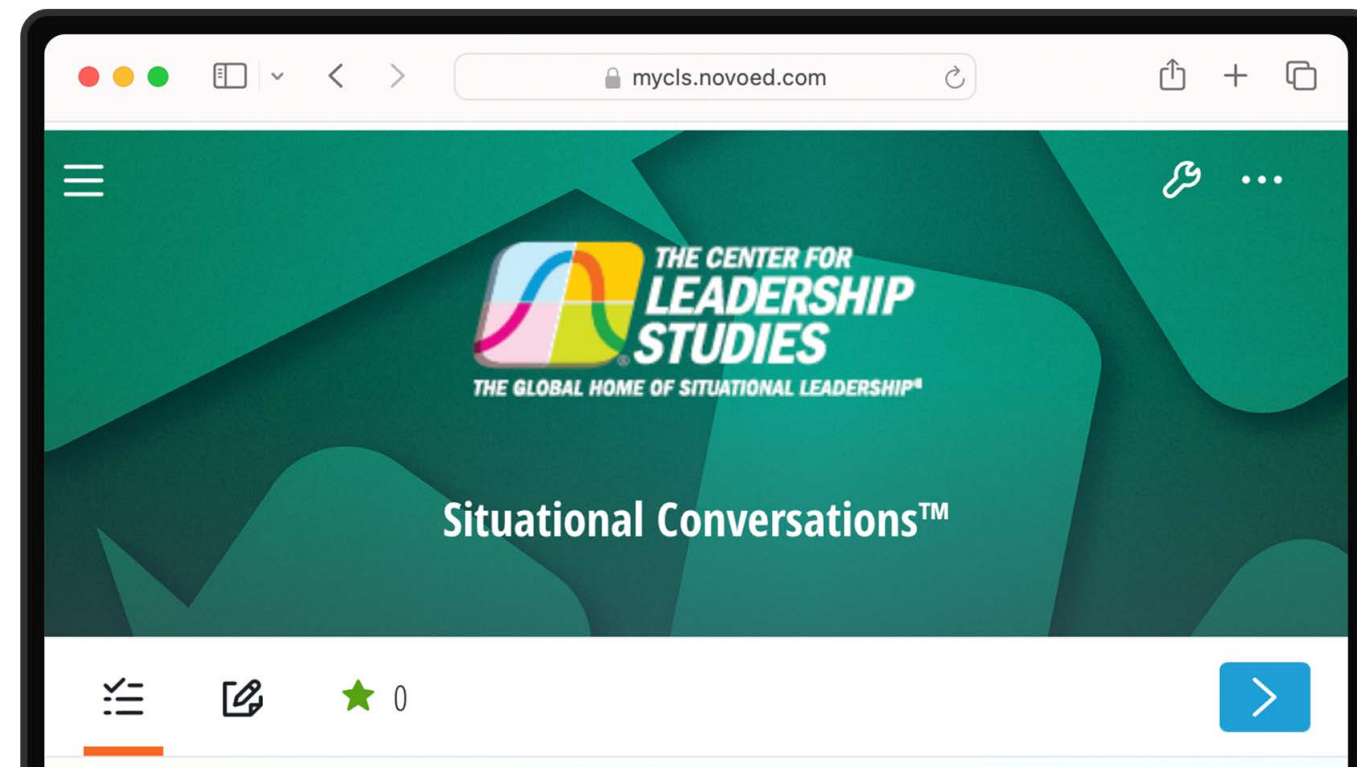
Highly Relevant: Supports retention, reflection, practice, application and feedback

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

Facilitator Feedback: Supports learners with expert advice and insights

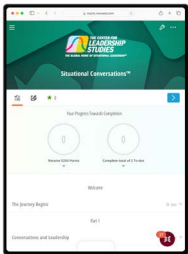
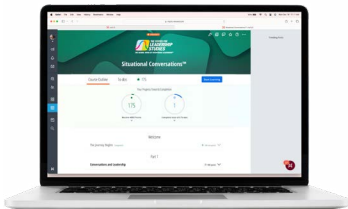
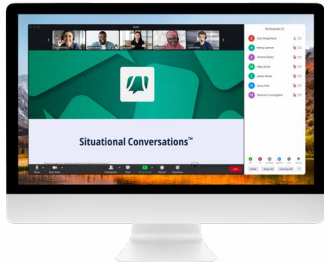
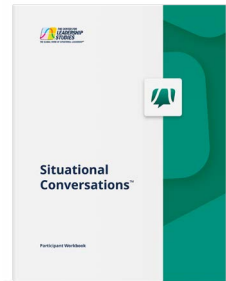
Reinforcement and Practice: Provides tools for application on the job

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



Learning Formats

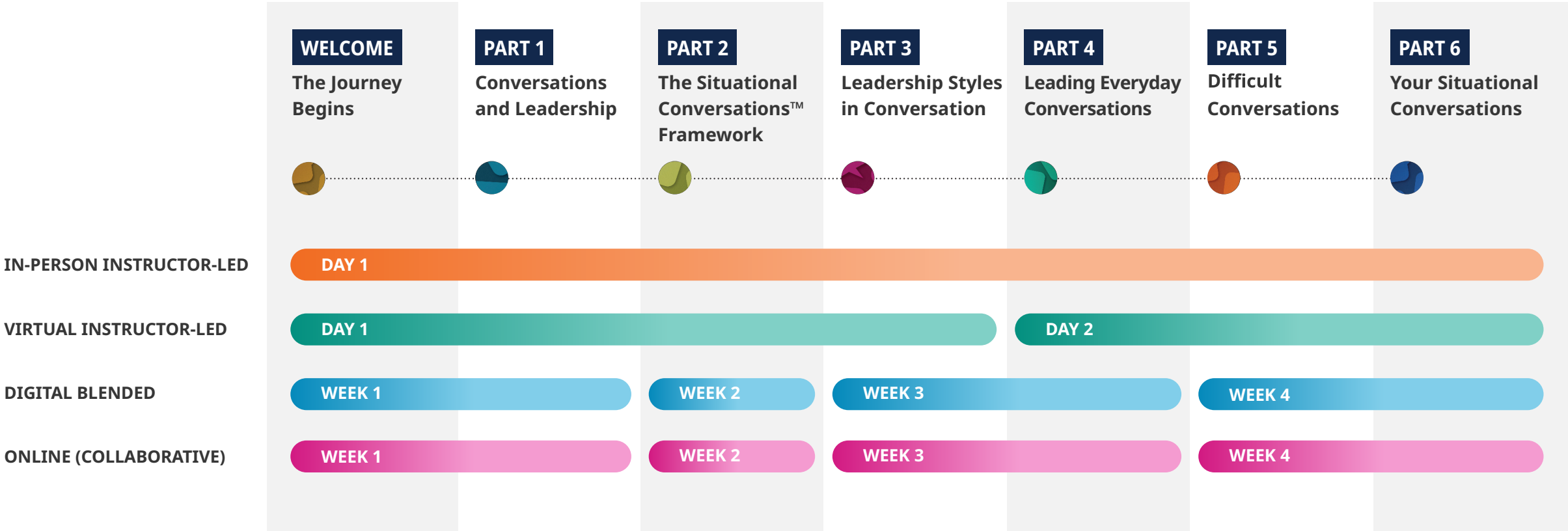
The *Situational Conversations*™ course delivers consistent, high-impact learning experiences across multiple modalities to meet the unique needs of your learners.



MODALITY	In-Person Instructor-Led	Virtual Instructor-Led	Digital Blended	Online (Collaborative)
DURATION	1 day	2 half days	4 weeks	4 weeks
SEAT TIME	8 hours	8 hours	8 hours	8 hours
LEARNING STYLE	Synchronous	Synchronous	Polysynchronous	Asynchronous
MATERIALS	Participant Workbook and handout	Digital Participant Workbook and 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.

In-Person Instructor-Led

DAY 1

10 minutes **Welcome: The Journey Begins**

1 Hour **Part 1: Conversations and Leadership**
The Impact of Conversations
Build the Model
Beyond the Task
A Situational Approach
Self-Assessment: Situational Leadership® Behaviors
Defining Situational Conversations

1.5 Hours **Part 2: The Situational Conversations™ Framework**
Situational Leadership® Behaviors
Identifying and Understanding Reactions
Tying it All Together

1 Hour **Part 3: Leadership Styles in Conversation**
S1-S4 Scenarios

1 Hour **Part 4: Leading Everyday Conversations**
Relationship-Building
Understanding the Whole Person
Knowing When to Have the Conversation
Handling Personal Topics

1.5 Hours **Part 5: Difficult Conversations**
Intervening Early
Exploring and Addressing Regression
Understanding and Managing Conflict
Situational Conversations™ Framework

1 Hour **Part 6: Your Situational Conversations**
Roundtable Discussions
Feedforward

7 hours Total Program Time

NOTE: The times indicated above do not account for breaks or lunch.

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Virtual Instructor-Led

DAY 1

10 minutes	Welcome: The Journey Begins
1 Hour	Part 1: Conversations and Leadership The Impact of Conversations Build the Model Beyond the Task A Situational Approach Self-Assessment: Situational Leadership® Behaviors Defining Situational Conversations

1.5 Hours	Part 2: The Situational Conversations™ Framework Situational Leadership® Behaviors Identifying and Understanding Reactions Tying it All Together
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1 Hour	Part 3: Leadership Styles in Conversation S1-S4 Scenarios
--------	---

DAY 2

1 Hour	Part 4: Leading Everyday Conversations Relationship-Building Understanding the Whole Person Knowing When to Have the Conversation Handling Personal Topics
--------	---

1.5 Hours	Part 5: Difficult Conversations Intervening Early Exploring and Addressing Regression Understanding and Managing Conflict Situational Conversations™ Framework
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1 Hour	Part 6: Your Situational Conversations Roundtable Discussions Feedforward
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7 hours	Total Program Time
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NOTE: The times indicated above do not account for breaks or lunch.

Digital Blended

WEEK 1

30 minutes **Welcome: The Journey Begins**

1 Hour **Part 1: Conversations and Leadership**
The Impact of Conversations
Build the Model
Beyond the Task
A Situational Approach
Self-Assessment: Situational Leadership® Behaviors
Defining Situational Conversations
Live Session 1 (45 min): Considering the Full Situation

WEEK 2

1.5 Hours **Part 2: The Situational Conversations™ Framework**
Situational Leadership® Behaviors
Identifying and Understanding Reactions
Tying it All Together

WEEK 3

1 Hour **Part 3: Leadership Styles in Conversation**
S1-S4 Scenarios

1 Hour **Part 4: Leading Everyday Conversations**
Relationship-Building
Understanding the Whole Person
Knowing When to Have the Conversation
Handling Personal Topics
Live Session 2 (45 min): Understanding the Whole Person

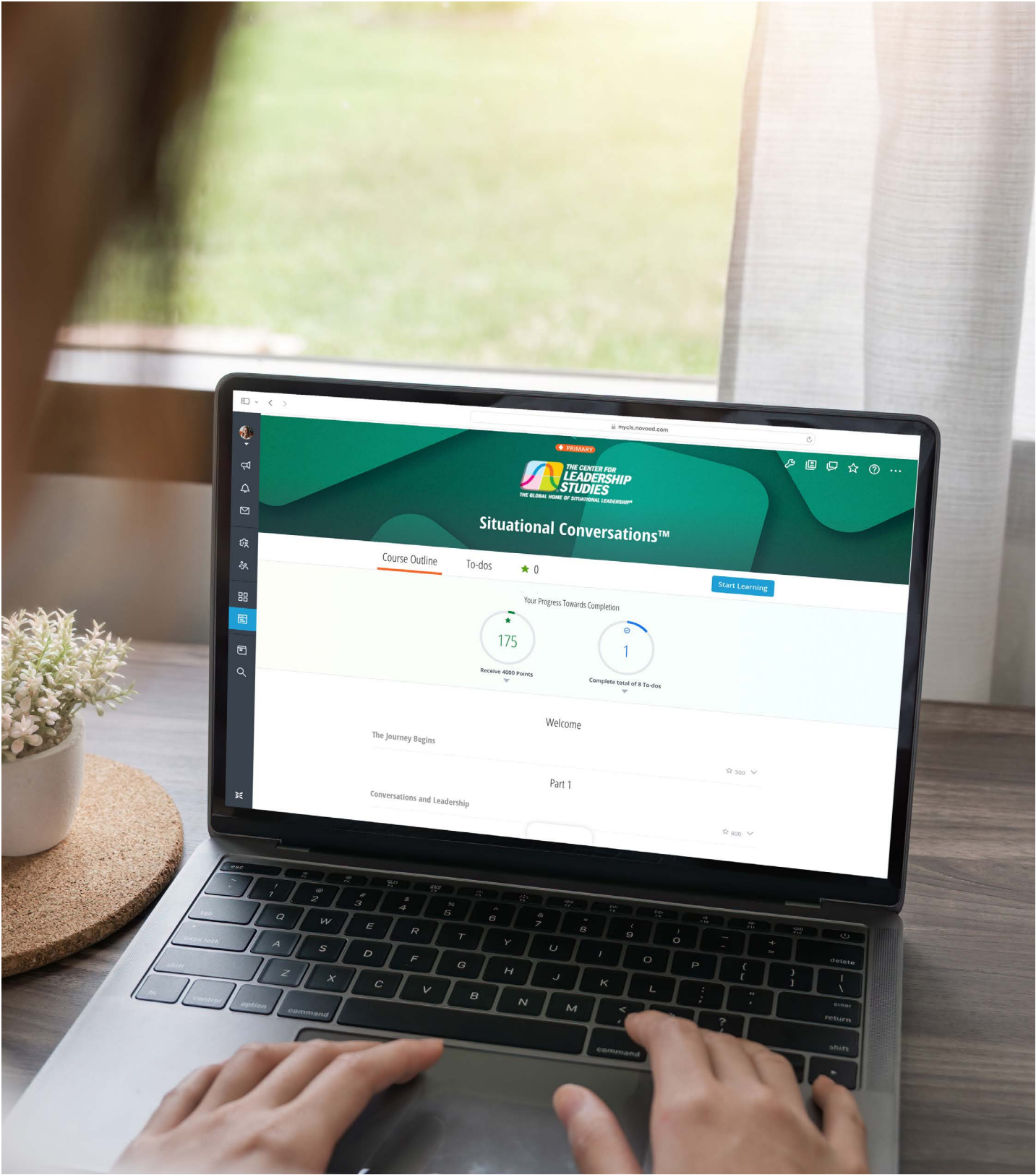
WEEK 4

1.5 Hours **Part 5: Difficult Conversations**
Intervening Early
Exploring and Addressing Regression
Understanding and Managing Conflict
Situational Conversations™ Framework
Live Session 3 (45 min): Addressing Regression

1 Hour **Part 6: Your Situational Conversations**
Roundtable Discussions
Feedforward

7.5 hours **Total Program Time**

NOTE: The times indicated above do not account for breaks or lunch.





Online (Collaborative)

WEEK 1

30 minutes **Welcome: The Journey Begins**

1 Hour **Part 1: Conversations and Leadership**
The Impact of Conversations
Build the Model
Beyond the Task
A Situational Approach
Self-Assessment: Situational Leadership® Behaviors
Defining Situational Conversations
Facilitated Session 1 (45 min): Considering the Full Situation

WEEK 2

1.5 Hours **Part 2: The Situational Conversations™ Framework**
Situational Leadership® Behaviors
Identifying and Understanding Reactions
Tying it All Together

WEEK 3

1 Hour **Part 3: Leadership Styles in Conversation**
S1-S4 Scenarios

1 Hour **Part 4: Leading Everyday Conversations**
Relationship-Building
Understanding the Whole Person
Knowing When to Have the Conversation
Handling Personal Topics
Facilitated Session 2 (45 min): Understanding the Whole Person

WEEK 4

1.5 Hours **Part 5: Difficult Conversations**
Intervening Early
Exploring and Addressing Regression
Understanding and Managing Conflict
Situational Conversations™ Framework
Facilitated Session 3 (45 min): Addressing Regression

1 Hour **Part 6: Your Situational Conversations**
Roundtable Discussions
Feedforward

7.5 hours Total Program Time

NOTE: The times indicated above do not account for breaks or lunch.



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 919-355-8763 | situational.com



Situational Leadership®

High	Moderate	Low
R4 Able and Confident and Willing	R3 Able but Insecure or Unwilling	R2 Unable but Confident or Willing
S4 Supportive Behavior	S3 Participating	S2 Delegating
S1 Directive Behavior	S2 Participating	S3 Delegating

Performance Readiness® Behavioral Indicators

High	Moderate	Low
R4 Able and Confident and Willing	R3 Able but Insecure or Unwilling	R2 Unable but Confident or Willing
R4 Able and Confident and Willing	R3 Able but Insecure or Unwilling	R2 Unable but Confident or Willing
R4 Able and Confident and Willing	R3 Able but Insecure or Unwilling	R2 Unable but Confident or Willing

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?"

R3 Able but Insecure or Unwilling	R2 Unable but Confident or Willing
Behavioral Indicators Anxious Discomfort Frustrated Hesitant Resistant Seeks reinforcement Questions ability	Behavioral Indicators Eager to learn Enthusiastic Interested Receptive to input Requires context Seeks clarity Self-assured

R4 Able and Confident and Willing	R1 Unable and Insecure or Unwilling
Behavioral Indicators Consistent performance Demonstrates expertise Self-reliant Shares progress Operates efficiently Takes initiative Works autonomously	Behavioral Indicators Apprehensive Awkward Defensiveness Discomfort No progress Procrastinating Questioning tools

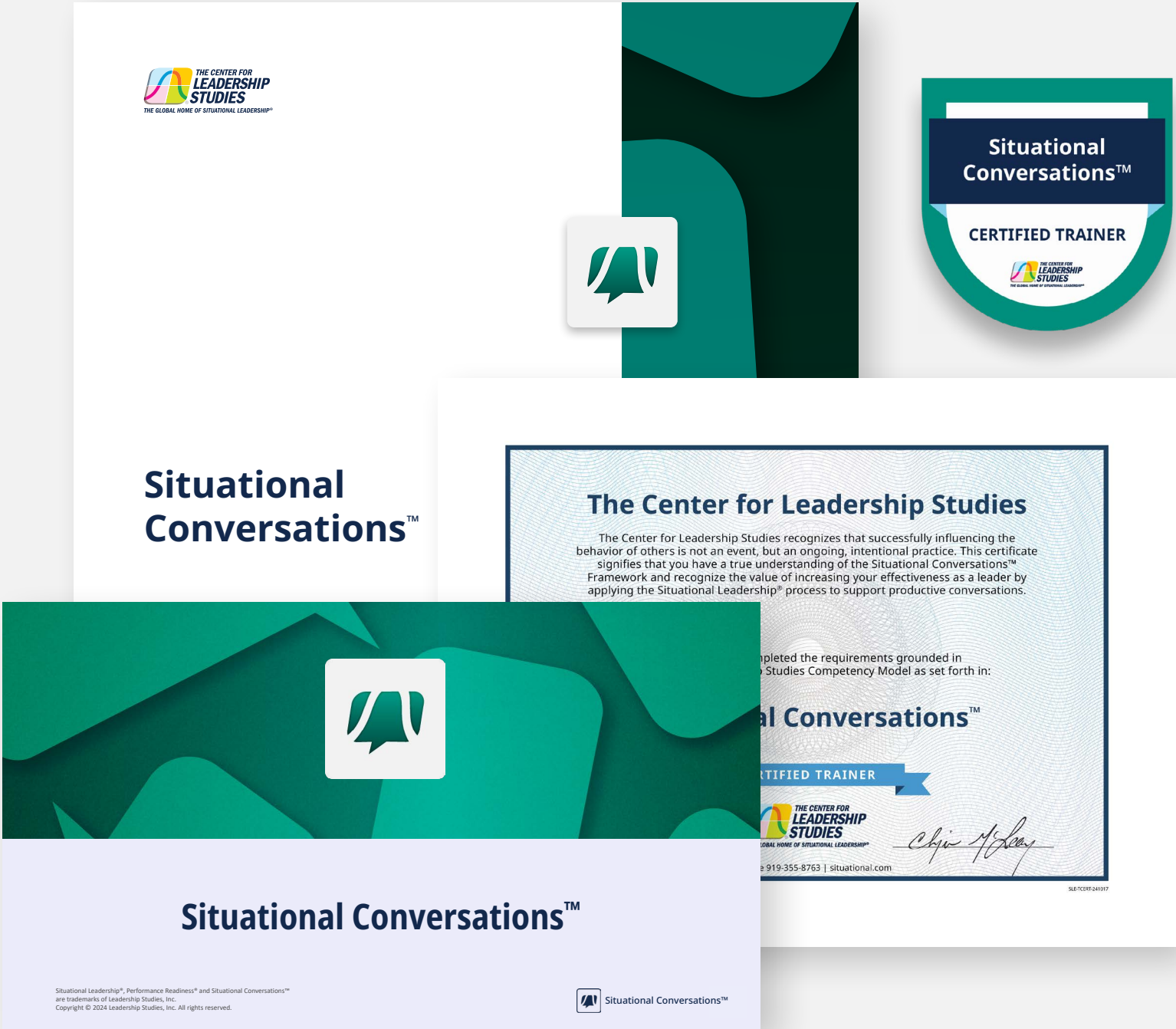
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Situational Conversations™ Participant Kit

Participant materials are consistent across all modalities.

Situational Conversations™ Facilitation Kit

Facilitator materials are consistent across all modalities.



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

Situational Conversations™

Certification Workshops

Digital blended certification workshop

A 1-week learning experience that features one 90-minute live session and follows the format below:

Step 1:

Trainers are required to attend a *Situational Conversations*™ workshop in any modality to experience the course as a participant. A member of our team will coordinate this with them.

Step 2:

Trainers receive an administration kit and access the digital blended certification to learn how to facilitate the course through a variety of learning elements, including instructional videos, facilitation resources, submission activities and peer interaction.

They then attend the 90-minute live Q&A Session with a CLS Master Trainer.

Step 3:

Trainers submit teach-backs and receive feedback from our Certified Master Trainer.

In-person certification workshop

A 3-day learning experience that follows the format below:

Day 1:

Trainers experience the *Situational Conversations*™ 1-day program as participants.

Day 2:

Trainers are led through the administration kit and learn to effectively and accurately deliver the course content.

Day 3:

Trainers perform teach-back segments of the program and receive feedback from our Certified Master Trainer.

Sustainment

In addition to the course training materials, we have a robust sustainment system that gives leaders tools to help translate their experience in the classroom to the real-world work environment and begin applying their learning right away.

Free Add-ons

Situational Conversations™ Modules

These four microlearning modules dive deeper into the Situational Conversations™ Framework, Performance Readiness® Levels, associated leadership styles.

The Four Moments of Truth™

Grounded in the time-tested fundamentals of evaluation strategy, 4MOT™ is an easy process that supports the Trainee's success and engagement before, during and after a training event.

Discussion Guide

As a leader, it's important to recognize that effective leadership is an iterative, lifelong practice. Use the questions in this guide to stimulate insight into the behaviors used to influence others.

Social Learning Guide

This tool provides support and guidance to aid participants in their continued learning through a social platform.

Sustainment

Paid Add-ons

Action Planning Session

This session pairs a group or individual with a CLS Trainer to tackle specific challenges and provide additional practice in action planning, next steps and role-play scenarios to apply the skills learned in the Situational Conversations™ course.

Facilitated Cohort Discussion

Cohort-based discussions engage a CLS Master Trainer and learners in social interactions where employees are ideating, testing and applying course content together. These cohort discussions address real business problems and develop knowledge and insights learners can apply right away.



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

Participant Ratings

Would recommend to a friend or colleague



4.2

Are committed to practicing the concepts learned in the course



4.9

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!

