# SLII® Matching—Highlights

Matching—Third Skill of SLII

Matching is using a variety of leadership styles, comfortably, to provide individuals with what they need on specific goals and tasks. A situational leaders is flexible in their ability to use all four leadership styles.

Four Leadership Styles

Each leadership style uses a different mix of Directive and Supportive Behaviors.

S1 **DIRECTING**
High Direction, Low Support

S2 **COACHING**
High Direction, High Support

S3 **SUPPORTING**
Low Direction, High Support

S4 **DELEGATING**
Low Direction, Low Support
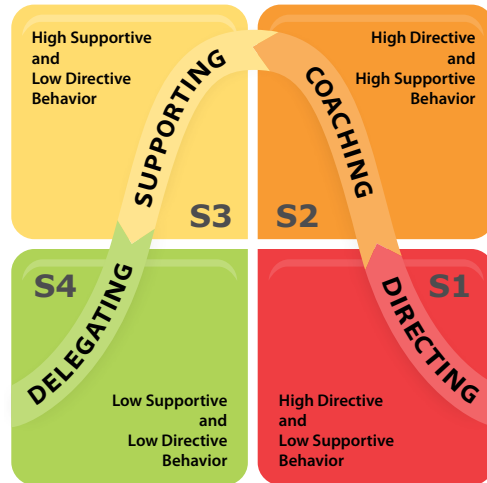
Directive Behaviors

Actions that shape and control what, how, and when things are done

Five Key Words

- Structure
- Define
- Organize
- Teach
- Monitor

Seven Directive Leadership Behaviors

1. Setting SMART goals—defining what the goal is and what a good job looks like
2. Showing and telling how
3. Establishing timelines
4. Identifying priorities
5. Clarifying roles—identifying responsibilities, determining limits of autonomy/authority, and clarifying how decisions will be made
6. Developing action plans—organizing a plan for learning
7. Monitoring and tracking performance

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Supportive Behaviors

Actions that develop mutual trust and respect, resulting in increased motivation and confidence

Five Key Words

- Listen
- Facilitate (problem solving)
- Ask (for input)
- Explain (why)
- Encourage

Seven Supportive Leadership Behaviors

1. Listening—to the individual's concerns (job related or personal); then, paraphrasing or reflecting on their feelings
2. Facilitating self-reliant problem solving—asking what and how questions to help define a problem, generate and evaluate alternatives, and choose a solution
3. Asking for input—involving the individual in decision making by asking for opinions and suggestions
4. Providing rationale—explaining why; providing perspective
5. Acknowledging and encouraging—expressing appreciation; reassuring
6. Sharing information about the organization—encouraging open communication and the free flow of ideas
7. Sharing information about self—building trust and rapport by disclosing information about self and sharing personal stories and insights