

Transforming Organisations.
One Leader at a Time.

As businesses face unprecedented change and seek new opportunities, success depends on having the right kind of leadership.





The Ken Blanchard Companies® provides world-class management training, consulting, and coaching that empowers leaders at all levels to create cultures of connection, inspiring talent to deliver extraordinary results. Creating connections has become even more critical this year, and we've risen to the challenge with innovative ways to develop your leaders.

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Ready to Get Started?



## **Rising to the Challenge**

We are all experiencing a time of tremendous disruption. These are the most common challenges facing our clients.

#### **Leading Remotely Is Difficult**

Some 40% of leaders lack the confidence to manage their remote teams.<sup>1</sup> That's not surprising: most never received any training for what is being asked of them.

What would it look like if your leaders were even more connected and engaged with their employees?

#### **Miscommunication Drains Productivity**

Trust and authenticity fuel productive communications. But rising tensions and stress cause people to withdraw from true dialogue or try to dominate it. The consequences are costly: Some 77% of employees say poor communication hinders their company's ability to compete.<sup>2</sup>

What if conversations were more authentic across the entire organisation?

#### **Managing Change Requires Agility**

The year 2020 has been a time of great upheaval. Organisations are being called upon to reimagine the way they do business, care for their employees, grow, and more.

What are the possibilities if your teams were more connected and nimble when navigating change?

#### **Anxiety Fuels Fatigue**

We're all feeling the pressure today, so your employees need their leaders to be more effective than ever before.

Are your leaders able to adapt to their people, provide clear direction and support, and provide comfort and calmness in this tumultuous time?

When your leaders create a culture of **trust**, **transparency**, and **teamwork**, your company transcends challenges and then flourishes.

<sup>1</sup> Harvard Business Review, Remote Managers Are Having Trust Issues, 2020.

<sup>2</sup> Dynamic Signal, The Cost of Poor Employee Communication, 2018.

# SLII' Model **Leadership Styles**

## **The Blanchard Advantage**

Enabling leaders to build deeper **relationships**—with their people, work, and company—making every day inspiring, motivating, and **meaningful** for all.

#### **Proven Content That Has Never Been More Relevant**

All of our solutions are based on rigorous academic research and have been tested in thousands of workshops and refined to meet the needs of today's leaders. You can be confident they will transform your learners.

#### Simple and Powerful Models That Work—and We Can Prove It

Easy to learn, remember, apply, and share. Our models are easy to learn, remember, and put into practice. That's no surprise. Industry-leading researchers created them.

#### **Learning That Drives Application**

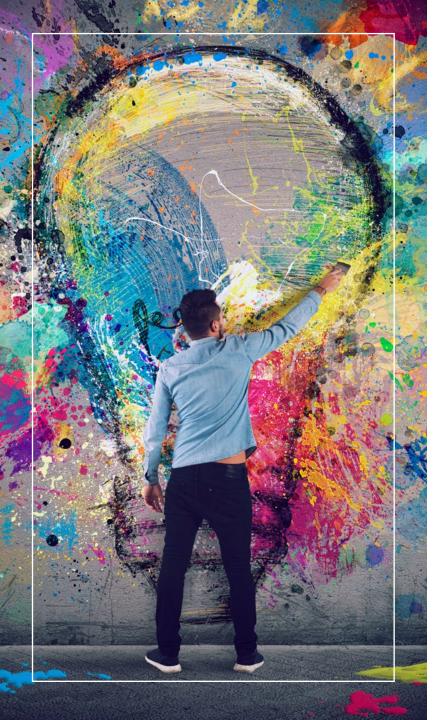
Our solutions help clients pivot and turn learning events into experiences that unfold over time. They're memorable, multimodal, and personalised, and they engage learners. And we deliver them in any format you want.

#### **Experiences That Create Outcomes You Need**

Let's create a passionate, productive workforce—even if there's not a model to follow. No matter your needs, our Solutions Architects can help you build a framework that achieves all of your goals.

#### **Coaching That Sustains Impact**

Our expert leadership coaches provide the accountability and support that reinforce learning and ensure the application of new skills on the job, creating measurable impact and sustainable change.



## **Transformative Leadership Solutions**

Blanchard's comprehensive suite of leadership solutions empowers leaders at all levels to create cultures of connection, inspiring talent to deliver extraordinary results.

#### **Our Approach**

Blanchard learning journeys, workshops, online courses, coaching, and other services are built on a flexible architecture. And we're serving up learning sustainment reinforcement with delivery modalities that leverage state-of-the-art technologies.

#### Relevant

Our content is time tested and produces proven results.

#### **Nimble**

Our interactive digital offerings let you deliver content the way your people want it and when they need it.

#### Reinforced

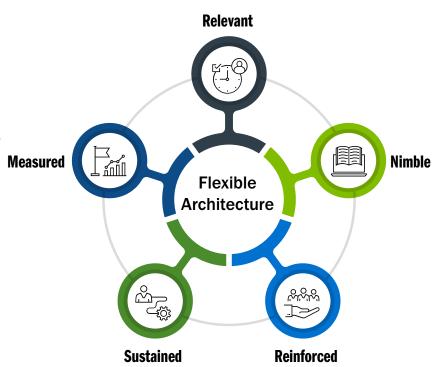
Our facilitation and coaching services ensure that the learning sticks and is applied.

#### **Sustained**

Our journey-based approach paired with a variety of innovative post-program strategies create habits that make the difference.

#### Measured

From the start, we create outcome-based learning experiences against a measurement backdrop.



#### **Leading Self**

Developing self leaders who take responsibility for their success and getting results in today's virtual environment.

#### **Self Leadership**

Empower your employees to make greater contributions to your organisation. The program teaches learners how to challenge their assumed constraints, figure out what they need to succeed, and proactively ask for it. It finishes with them mapping their sources of power at work. These skillsets and mindsets are the foundation for a culture of innovation.

#### **Self Leadership Collaborative Online**

This is a six-week online learning experience, in which learners map their journeys on a state-of-the-art platform that inspires interaction. They start the course by challenging assumed constraints and finish it by charting a new course at work.

#### **Adapting to Change**

The unrelenting pace and complexity of change today requires agility and replacing change-resistant reactions with a new mindset. Adapting to Change helps people understand why they often resist change and how to mindfully marshal their courage, curiosity, and resilience to adapt to changes they face.

#### **Building Trust**

Trust in the workplace is a prerequisite for success, so when it's missing, there's little collaboration and lots of suspicion. Building Trust teaches how to cultivate trust and repair it when it's been compromised. Using the Elements of Trust Model, learners discover how to inspire engagement and commitment.

#### **Communication Essentials**

The art of listening and dialoguing are the building blocks for inclusive leadership and conversations. Communication Essentials Online teaches your employees the keys to really listening to others, asking thoughtful and open questions, staying positive, and sharing their truth in a helpful manner.



#### **Conversational Capacity®**

Organisations move at the speed at which people communicate effectively and solve problems collaboratively. That can get tricky when the pressure is on or when people have different opinions. We teach people how to balance candour and curiosity to get the greatest benefit out of the most challenging conversations.

#### **High Performance Habits®**

Learn powerful strategies and daily practices for improving all-around performance in this online course from best-selling author Brendon Burchard. Based on extensive research, this course dives into the six habits that help people live with intention and reach their potential.

#### **Legendary Service®**

Keep your clients coming back by building a culture that delivers stellar customer service. Legendary Service teaches your people how to create a personal service vision, take initiative, resolve problems, and ask for what they need to serve their customers better.

#### **Teaming and Collaboration**

With employees spending the majority of their time working in teams, understanding how to make them successful is essential for the future of your business. This teaches learners how to diagnose their team's stage of development and act in a way that contributes to its performance.

#### **Leader of Self** (Digital Learning Journey)

A combination of self-paced activities and moderated events, Leader of Self teaches leaders the concepts of Self Leadership, Communication Essentials, and Building Trust. The result is accelerated employee development, improved performance, and greater autonomy.



#### **Leading Others**

Provide the right leadership skills to inspire leaders who instill trust, transparency, and teamwork in your organisation.

#### **SLII**®

The world's most-taught leadership framework, SLII® teaches managers how to unleash the potential of their direct reports by leading situationally: giving the right support and right direction at the right time. This enables employees to develop faster, succeed more, and reach their full potential. It also gives managers a common leadership language.

#### **Blanchard Management Essentials®**

Help your new managers have the skills they need to step confidently into their new roles with Blanchard Management Essentials. Based on one of Ken Blanchard's best-selling business books, *The New One Minute Manager®*, the course covers the foundational skills that generate positive communications, improve morale, and increase productivity.

#### **Coaching Essentials®**

The ability to coach is one of the things that separates great leaders from the rest. Coaching Essentials teaches managers the four key skills needed for effective coaching and provides opportunities for practice. When managers can coach effectively, their direct reports are more productive, loyal, and engaged.

#### **Leading People Through Change®**

Change initiatives are notoriously challenging. Leading People Through Change takes a unique and proven approach: It teaches a high-involvement, collaborative solution that invites all parties into the change process. This inclusive method draws on research and our 30+ years of practical experience in the field.



#### **Leading Virtually™**

Leading Virtually is a highly engaging solution that focuses on three key practices proven to boost manager effectiveness in a virtual environment: Be Present and Mindful, Foster Community, and Accelerate Performance and Development.

#### **Team Leadership**

Teams frequently fail to accomplish goals because of a lack of shared purpose, unclear goals and roles, and ineffective leadership. Team Leadership teaches team leaders how all teams develop and how to provide clarity, manage conflict, and build trust to break through barriers and sustain high-performance teams.

#### **Leader of Others** (Digital Learning Journey)

Looking for a pre-packaged, curated experience in a flexible format? Try our new online Leader of Others course. Through self-paced activities and live moderated events, leaders learn the concepts of SLII and Building Trust, and explore other curated content. This accelerates employee development, improves performance, and fosters autonomy.





## **Delivery Options Built for You**

Implementation and delivery methods for modern learning experiences.

#### **Learning Journeys**

Your workforce groups have different learning needs. That's why we work with you to identify gaps and create engaging learning journeys tailored to their needs—blending live, virtual, and digital content that's meaningful and inspiring.

#### **Live Virtual and Onsite Training**

Our global network of facilitators allows us to deliver informative, inspiring, and engaging virtual or face-to-face training programs to enable learners to practice new skills in a safe setting.

#### **Digital Learning**

Our online learning options include selfpaced courseware and journeys on role-specific topics. Live debriefs and connections with Blanchard experts and other collaborative online experiences reinforce key learnings.

#### **Custom Design**

We can customise our programs to meet your business needs. Options include redesigning a program, customising training materials, and modifying the delivery method.

#### **Training for Trainers**

Our Training for Trainers sessions let you learn and practice Blanchard's solutions so you and your team of facilitators can deliver them at your organisation. They're available in interactive virtual formats and in-person sessions.

#### **Interactive Keynotes**

Inspire your people with a live virtual keynote hosted by one of our acclaimed speakers and thought leaders. Reach everyone at your organisation and plant the seeds of change.

#### **Open Enrollment Workshops**

Public workshops are an ideal venue for your teams to participate in our leadership development solutions. They are also a convenient way to preview a program.

#### **Enterprise Licensing**

Gain full access to Blanchard's digital library collection with an annual license. This lets you incorporate content into your leadership development strategy for leaders at all levels.



## **Digital and Virtual Learning Experiences**

# Elevate the digital relationship between your organisation and your employees.

Today's learners expect instantaneous access to information and learning available on demand to address their needs. Blanchard offers a variety of elearning programs, digital learning journeys, and just-in-time tools that allow you to deliver our world-class leadership training in a flexible, scalable, self-paced format.

#### **Modularised Learning**

Microlearning and practical tools for immediate use

#### **Self-Guided Flexibility**

Works learning into busy schedules

#### **Self-Assessments Built In**

Ensures learners discover, reflect, and refine

#### **Learn and Try It Out**

Learn a little, then try it at work

#### **Collaborative**

Everyone learns from each other during live weekly debriefs

#### **Curated Resources**

Playlists provide essential knowledge in the moment of need

# Online Programs and Microlearning

Our world-class leadership training programs are available in flexible, self-paced formats that allow participants to learn and practice new skills as they have the time.

These experiences are powered by Blanchard's awardwinning technology, which ensures seamless and engaging experiences for large audiences, unlimited in size.

Designed in various lengths to support your learning goals:

#### **Online Programs**

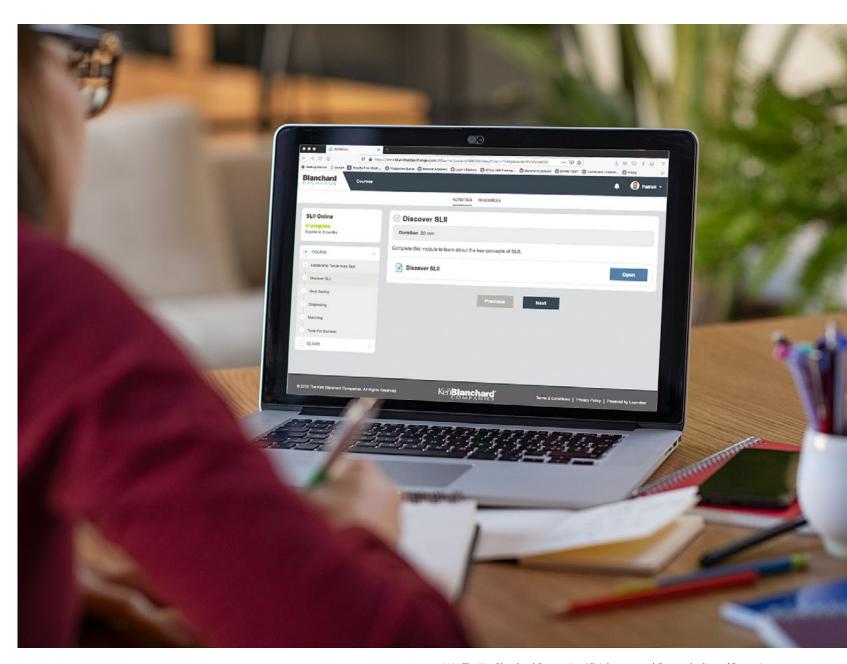
1- to 3-hour eLearning courses that include multiple modules

#### **Online Overviews**

35-minute eLearning summaries

#### **Online Clicks**

1- to 5-minute microlearning videos, activities, and downloadable tools



# Blended Digital Learning Journeys

Our learning journeys are pre-packaged, six-week targeted experiences that teach core leadership principles to leaders at various levels, with live sessions woven into the experience and opportunities for network building and peer learning.

Choose from one of our pre-packaged learning journeys or work with us to design your own.

#### **Leader of Self**

A blend of our Self Leadership, Communication Essentials, and Building Trust training programs

#### **Leader of Others**

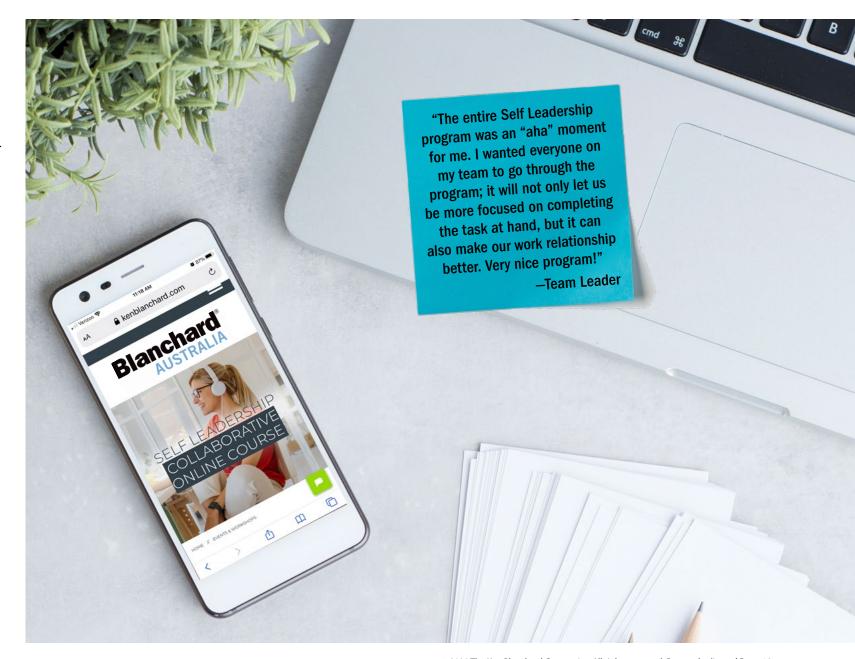
A blend of our SLII and Building Trust training programs

# Collaborative Online Experiences

A brilliant blend of asynchronous learning and sessions led by Blanchard expert facilitators and moderators, Collaborative Online Experiences allow participants to learn from their colleagues and practice skills in a safe setting. A state-of-the-art platform promotes interactivity. Connection powers the experience and brings virtual learning to life.

#### **Self Leadership Collaborative Online**

An immersive, social, and applied experience of our Self Leadership program



#### Reinforcement and Sustainment

Learning doesn't end when the class finishes. We designed our solutions with this in mind, creating a variety of post-session tools that help learners turn workshop content into new behaviours.

#### **Debriefs**

Our online programs include optional live debrief sessions that can be facilitated by a Blanchard expert or a manager in between modules to bring peers together to discuss learnings, share success stories, and practice and reinforce new skills.

#### Kenbot

Our chatbot helps learners apply and master leadership skills taught in SLII. It extends and reinforces key content by:

- Providing quick access to common questions
- · Linking to videos, worksheets, tools, and assessments
- Pushing reminders on key tasks

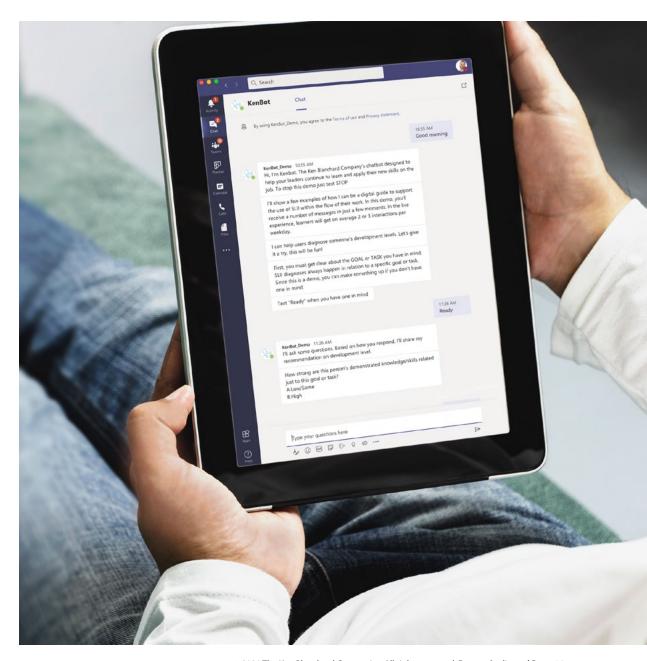
Powered by MobileCoach, Kenbot supports Microsoft Teams, Slack, Facebook, WebChat, and other popular platforms. It works with any mobile device that can send and receive text messages.

#### **SLII®** App

The SLII App allows managers to quickly diagnose the leadership needs for a specific task and then access conversation guides so they can feel confident going into conversations with team members.

#### **Team Leadership App**

The Team Leadership App is a handy way to help participants diagnose teams, learn what their teams need, and identify the most helpful leader behaviours.



# **Key Technology Partnerships**

Blanchard solutions are seamlessly integrated with popular platforms. Here is a snapshot of some of our key partners.

#### **Degreed**

Blanchard's full catalogue of digital assets and online courses—including a free curated list of 280 podcasts, articles, blogs, research, and videos—is available to Degreed clients.

#### **Circles**

Blanchard uses Circles for group coaching sessions and moderated debriefs during digital learning journeys as well as for team assessments and team charters.

#### **MindTickle**

Blanchard leadership content and personalised, prescriptive, and guided learning journeys are available on demand on MindTickle. Content available includes SLII, Self Leadership, Building Trust, Coaching Essentials, Team Leadership, and Communication Essentials.

#### Jenson8

Blanchard is accelerating the performance of teams by offering Apollo, the high-impact, multi-player VR simulation that enhances team members' creativity and productivity and fosters greater self-awareness and satisfaction.

We have options for all our digital offerings, which can be hosted on the LMS platform of your choice.





## **Leadership Consulting and Services**

We can customise our programs and create a solution to fit your needs.

Our Solutions Architects at our Centre of Excellence complement our award-winning curriculum, allowing us to partner with you to co-create the perfect experience for your scale, timeline, technology needs, and budget.

We can create solutions that address challenges unique to your company. Our experts offer an array of services that will help your organisation seize the future:

Talent Management Consulting
Learning Technology Strategies
Learner Experience Design
Executive Development
Culture Transformation
Leadership Development Strategy
Measurement and Evaluation

We can help you:

- Co-create a learning experience that meets your timeline, technology needs, and budget
- Develop à la carte options to fill the gaps in your leadership development curriculum
- Create a leadership development journey that unfolds over time and incorporates Blanchard content, your custom content, and content from other providers
- Deploy a new leadership development experience on a learning management system, a learning experience platform, or other innovative learning technologies
- Measure the level of impact of your training by using our four methods



### **Coaching Services**

All leaders are capable of greatness if they have the right counsel and support at the right time.

Imagine the impact of one-on-one coaching to help your leaders with their most challenging and growth-oriented tasks. Next, imagine scaling this type of reach by lacing coaching into their learning to increase the impact of your training dollars.

Blanchard has been providing coaching services for leading organisations around the world since 2000. Using a proven coaching process, unique technology, and our extensive proprietary content, Blanchard's coaching services department helps organisations implement management coaching at multiple levels to create an environment focused on individual growth, purposeful action, and sustained improvement.

#### **More than**

140 certified coachesICF certified27 countries24 languages

#### **Coaching at All Levels**

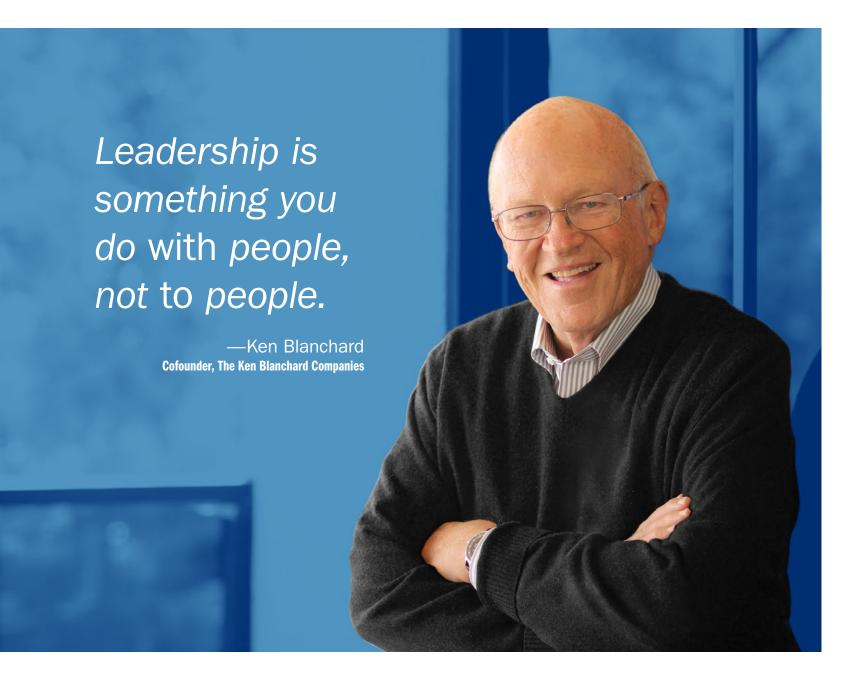
We offer coaching well beyond the 1:1 experience most common for executives and senior leaders:

- Group Coaching
- · Coaching for Learners
- Coaching for Leaders
- Coaching for Senior Leaders
- Coaching for CEOs

#### **Executive Sponsor Coaching**

Ensure buy-in from key stakeholders with targeted coaching that supports the executive champion responsible for aligning training initiatives to strategic outcomes.





#### **About The Ken Blanchard Companies®**

The Ken Blanchard Companies is a global leader in management training, consulting, and coaching. For more than 40 years, Blanchard® has been helping organisations develop inspired leaders at all levels and create cultures of connection that unleash talent and deliver extraordinary results. Blanchard's SLII® powers inspired leaders and is the leadership model of choice for more than 10,000 organisations worldwide. Blanchard also offers a suite of other awardwinning leadership development solutions through flexible delivery modalities to meet the specific needs of its clients. Learn more at www.blanchardaustralia.com.au

#### **Blanchard® AUSTRALIA**

1 Queens Road Melbourne, Victoria, 3004 **AUSTRALIA** 

Within Australia: 1300 25 26 24 International contact: +61 3 9863 7031

**Fax:** +61 2 9243 4690

Email: info@blanchardaustralia.com.au

www.blanchardaustralia.com.au









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# KEN BLANCHARD

and the Founding Associates and Consulting Partners of  $THE\ KEN\ BLANCHARD\ COMPANIES^{\circledR}$ 

# HIGHER AT A HIGHER

BLANCHARD ON LEADERSHIP AND CREATING HIGH PERFORMING ORGANIZATIONS

THIRD EDITION

#### What Is Leadership?

For years we defined leadership as an influence process. We believed that anytime you tried to influence the thoughts and actions of others toward goal accomplishment, you were engaging in leadership. In recent years, we have taken the emphasis away from goal accomplishment and have redefined leadership as the capacity to influence others by unleashing their power and potential to impact the greater good.

When the definition of leadership focuses on goal accomplishment, one can think that leadership is only about results. Yet goal accomplishment is not enough. The key phrase in the second definition is "the greater good"—what is best for all involved. Leadership should not be done purely for personal gain or goal accomplishment; it should have a much higher purpose than that.

When you are leading at a higher level, you have a both/and philosophy. The development of people is of equal importance to performance. As a result, the focus in leading at a higher level is on long-term results and human satisfaction.

Leading at a higher level can be defined as the process of achieving worthwhile results while acting with respect, care, and fairness for the well-being of all involved. When that occurs, self-serving leadership is not possible. It's only when you realize that it's not about you that you begin to lead at a higher level.

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# HIGHER ICY/CI

BLANCHARD ON LEADERSHIP AND CREATING HIGH PERFORMING ORGANIZATIONS

THIRD EDITION

#### Servant Leadership

When people lead at a higher level, they make the world a better place because their goals are focused on the greater good. Making the world a better place requires a special kind of leader: a servant leader.

Robert Greenleaf first coined the term "servant leadership" in 1970 and published widely on the concept for the next 20 years. Yet it is an old concept. Mahatma Gandhi, Dr. Martin Luther King Jr., and Nelson Mandela are examples of leaders who have practiced this philosophy.

#### What Is Servant Leadership?

Leadership has two parts: vision and implementation. In the visionary role, leaders help define the direction. It's their responsibility to communicate what the organization stands for and wants to accomplish. The visionary role is the *leadership* aspect of servant leadership.

Once people are clear on where they are going, the leader's role shifts to a service mindset for the task of implementation. How do you make the vision happen? By turning the pyramid upsidedown and helping people achieve their goals. Implementation is where the *servant* aspect of servant leadership comes into play.

In a yearlong study to discover what kind of leadership has the greatest impact on performance, Scott Blanchard and Drea Zigarmi found that while the *leadership* part of servant leadership (strategic leadership) is important, the servant part of servant leadership (operational leadership) has a greater impact on organizational vitality.

When managers focus only on organizational indicators of vitality—such as profit—they have their eyes on the scoreboard, not the ball. Profit, a key aspect of organizational vitality, is a by-product of serving the customer, which can be achieved only by serving the employee.

Servant leadership is not just another management technique. It is a way of life for those with servant hearts. In organizations run by servant leaders, servant leadership becomes a mandate, not a choice, and the by-products are better leadership, better service, a higher performing organization, and more success and significance.