BLANCHARD BOOKS IN BRIEF

YORK TIMES BESTSELLING AUTHOR
OVER 22 MILLION BOOKS SOLD

KEN BLANCHARD

and the Founding Associates and Consulting Partners of
THE KEN BLANCHARD COMPANIES®

LEADING AT A HIGHER LEVEL

BLANCHARD ON LEADERSHIP AND CREATING HIGH PERFORMING ORGANIZATIONS

THIRD EDITION

LEADING AT A HIGHER LEVEL

Blanchard on Leadership
and Creating High
Performing Organizations

Third Edition

© Copyright 2019 The Ken Blanchard Companies.
All rights reserved. Do not duplicate.
V021119

BLANCHARD
BOOKS IN BRIEF

CONTENTS

Synopsis 6
What Is Leadership? 9

SECTION I Set Your Sights on the Right Target and Vision 11
Is Your Organization High Performing? 13
The Power of Vision 17

SECTION II Treat Your People Right 19
Empowerment Is the Key 21
SLII®: The Integrating Concept 23
Self Leadership: The Power Behind Empowerment 25
One-on-One Leadership 29
Building Trust 31
Team Leadership 35
Organizational Leadership 37
Leading Change 41
Coaching: A Key Competency for Leadership Development 43
Mentoring: The Key to Life Planning 45
Collaboration: Fuel for High Performance 47

SECTION III Treat Your Customers Right 49
Serving Customers at a Higher Level 51

SECTION IV Have the Right Kind of Leadership 55
Servant Leadership 57
Determining Your Leadership Point of View 59

SYNOPSIS

Leadership guru Ken Blanchard, coauthor of *The One Minute Manager®* and cofounder of The Ken Blanchard Companies®, has spent more than 40 years helping good leaders and organizations become great and stay great. Now, in this fully updated third edition of *Leading at a Higher Level*, Blanchard and his colleagues have brought together everything they've learned about outstanding leadership. This brief summarizes the four aspects of higher level leadership, showing readers how to:

- Go beyond the short term and zero in on the right target and vision
- Empower people and unleash their incredible potential
- Deliver legendary customer service and earn raving fans
- Ground your leadership in humility and focus on the greater good

In addition, this brief summarizes material from the new chapters in the updated edition:

- Building Trust: Creating a High Trust Environment
- Collaboration: Fuel for High Performance
- Mentoring: The Key to Life Planning
- Organizational Leadership: Leading Organizations at a Higher Level

This brief is based on material created by the founding associates of The Ken Blanchard Companies: Ken Blanchard, Marjorie Blanchard, Don Carew, Eunice Parisi-Carew, Fred Finch, Laurence Hawkins, Drea Zigarmi, and Pat Zigarmi. It also includes the thinking of Scott Blanchard, Madeleine Blanchard, Randy Conley, Kathy Cuff, Garry Demarest, Claire Diaz-Ortiz, Chris Edmonds, Susan Fowler, Bob Glaser, Lael Good, Vicki Halsey, Judd Hoekstra, Fay Kandarian, Linda Miller, Alan Randolph, Jane Ripley, and Jesse Stoner. Together they present more than 40 years of breakthrough leadership insights.

LEADING AT A HIGHER LEVEL

by Ken Blanchard and the Founding Associates and Consulting Partners of The Ken Blanchard Companies

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.

SECTION I

Set Your Sights on the Right Target and Vision

Is Your Organization High Performing?

Those who want to lead at a higher level need to understand what a high performing organization looks like and what is necessary to create one. They need to aim for the right target.

The Right Target: The Quadruple Bottom Line

In high performing organizations, everyone's energy is focused on not just one bottom line, but four bottom lines — being the provider of choice, the employer of choice, the investment of choice, and the corporate citizen of choice. The quadruple bottom line is the right target and can make the difference between mediocrity and greatness. The leaders in high performing organizations know that their bottom line depends on their people, their customers, their stakeholders, and the citizens and communities affected by their actions.

1. **Provider of Choice:** To keep your customers today, you can't be content just to satisfy them; you must create raving fans. Raving fans are customers who are so excited about the way you treat them that they want to tell everyone about you.

2. **Employer of Choice:** Today's workers seek opportunities where they feel like their contributions are valued and rewarded.

3. **Investment of Choice:** All companies require funding sources, through stock purchases, loans, grants or contracts. To be willing to invest, people must believe in the company's viability and performance over time.

4. **Corporate Citizen of Choice:** In an increasingly connected world of rising populations and shrinking resources, organizations must balance the needs of their stakeholders with the environment and treat those affected by their actions ethically and respectfully.

The HPO SCORES Model

High performing organizations (HPOs) are enterprises that, over time, continue to produce outstanding results, achieving the highest level of human satisfaction and commitment to success.

SCORES is an acronym that represents the six elements evident in every HPO. An HPO scores—hits the target consistently—because it demonstrates strength in each of these six elements:

S = *Shared Information and Communication*

Information needed to make informed decisions must be readily available to people and openly communicated.

C = *Compelling Vision*

When everyone supports a compelling organizational vision—one that includes a purpose, a picture of the future, and values—it creates a deliberate, highly focused culture that drives the desired business results.

O = *Ongoing Learning*

HPOs are constantly focusing on improving capabilities through learning systems, building knowledge capital, and transferring learning throughout the organization.

R = Relentless Focus on Customer Results

HPOs understand who their customers are and measure their results accordingly. People throughout the organization passionately hold and maintain the highest standards for quality and service from their customers' perspectives.

E = Energizing Systems and Structures

The systems, structures, and processes in HPOs are aligned to support the organization's vision, strategic direction, and goals.

S = Shared Power and High Involvement

In HPOs, power and decision making are shared and distributed throughout the organization, not guarded at the top of the hierarchy.

Leadership Is the Engine

If becoming a high performing organization is a destination, leadership is the engine. While the HPO SCORES model describes the characteristics of a high performing organization, leadership is what moves the organization in that direction.

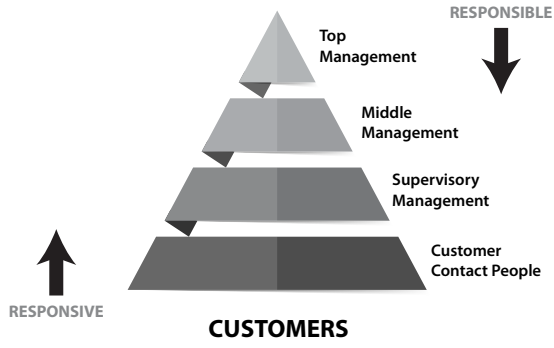
The Power of Vision

When leaders who are leading at a higher level understand the role of the quadruple bottom line as the right target—to be the provider of choice, employer of choice, investment of choice, and corporate citizen of choice—they are ready to focus everyone's energy on a compelling vision.

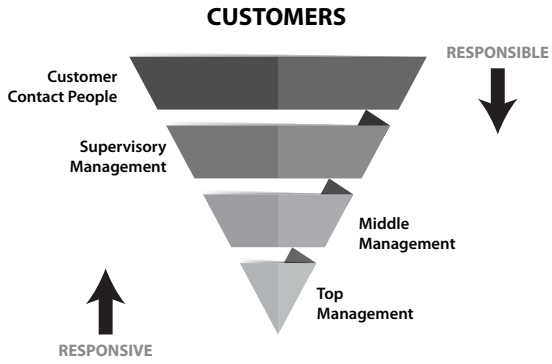
A compelling vision creates a strong culture in which the energy of everyone in the organization is aligned. This results in trust, customer satisfaction, an energized and committed workforce, and profitability.

Vision and Leadership

Vision always comes back to leadership. People look to their formal leaders for vision and direction. While leaders should involve people in shaping direction, the ultimate responsibility for the *visionary/direction* aspect of leadership remains with the leaders and cannot be delegated to others. This is where the traditional hierarchical pyramid is effective.



Once a vision is agreed upon, the leader's role moves to *implementation* to ensure that people respond to the vision. Now the traditional hierarchical pyramid turns upside-down as the leader supports people in accomplishing the vision.



The leader supports by removing barriers; by ensuring that policies, practices, and systems make it easier for everyone to act on the vision; and by holding themselves, their peers, and their people accountable for acting consistently with the vision. This way the leader assures that everyone is serving the vision, not the leader.

SECTION II

Treat Your People Right

Empowerment Is the Key

How do the best-run companies in the world beat out the competition day in and day out? They treat their customers right. They do that by having a workforce that is excited about their vision and motivated to serve customers at a higher level. So how do you create this motivated workforce? The key is empowerment.

Empowerment means letting people bring their brains to work and allowing them to use their knowledge, experience and motivation to create a healthy quadruple bottom line. Leaders of the best-run companies know that empowering people creates positive results that are just not possible when all the authority moves up the hierarchy and managers shoulder all the responsibility for success.

Researcher Edward Lawler found that when people are given more control and responsibility, their companies achieve a greater return on sales than companies that do not involve their people. Scholar Thomas Malone believes that empowerment is essential for companies that hope to succeed in the new knowledge-based economy.

The Three Keys to Empowerment

To guide the transition to a culture of empowerment, leaders must use three keys:

1. **Sharing Information.** One of the best ways to build a sense of trust and responsibility in people is by sharing information. Giving team members the information they need enables them to make good business decisions. High performing organizations continually look for ways to incorporate knowledge into new ways of doing business. Michael Brown, former chief financial officer of Microsoft, says, "The only way to compete today is make your intellectual capital obsolete before anyone else does."

2. **Declaring the Boundaries.** In a hierarchical culture, boundaries are really like barbed-wire fences. They are designed to control people by keeping them in certain places and out of other places. In an empowered culture, boundaries are more like rubber bands that can expand to allow people to take on more responsibility as they grow and develop.

3. **Replacing the Old Hierarchy with Self-Directed Individuals and Teams.** As people learn to create autonomy by using newly shared information and boundaries, they must move away from dependence on the hierarchy. Self-directed individuals and Next Level teams—highly skilled, interactive groups with strong self-managing skills—replace the clarity and support of the hierarchy.

SLII®: The Integrating Concept

If empowerment is the key to treating people the right way and motivating them to treat your customers right, having a strategy to shift the emphasis from leader as boss and evaluator to leader as partner and cheerleader is imperative. But what, exactly, is the right leadership style?

Is the direct report new and inexperienced about the task at hand? Then more guidance and direction are called for. Is the direct report experienced and skilled? That person requires less hands-on supervision. All of us are at different levels of development depending on the task we are working on at a particular time. To bring out the best in others, leadership must match the development level of the person being led. Giving people too much or too little direction has a negative impact on their development.

SLII® is based on the belief that people can and want to develop, and there is no best leadership style to encourage that development. You should tailor leadership style to the situation.

Leadership Styles

There are four basic leadership styles in SLII® leadership: *directing*, *coaching*, *supporting*, and *delegating*. These correspond with the four basic development levels: *Enthusiastic*

Beginner, *Disillusioned Learner*, *Capable but Cautious Performer* and *Self-Reliant Achiever*.

Enthusiastic Beginners need a *directing* style, Disillusioned Learners need a *coaching* style, Capable but Cautious Performers need a *supporting* style and Self-Reliant Achievers need a *delegating* style.

Development level varies from goal to goal or task to task. An individual can be at one level of development on one goal or task and be at a different level of development on another goal or task.

The Three Skills of an SLII® Leader

To become effective as a SLII® leader, you must master these three skills:

1. **Goal Setting.** All good performance starts with clear goals. Clarifying goals involves making sure that people understand two things: first, what they are being asked to do—their areas of accountability—and second, what good performance looks like—the performance standards by which they will be evaluated.

2. **Diagnosis.** You must diagnose the development level of your direct reports on each of their goals and tasks by looking at two factors—competence and commitment. Competence is the sum of knowledge and skills an individual brings to a goal or task. Commitment has to do with a person's motivation and confidence about a goal or task.

3. **Matching.** You must match your leadership style to the development level of the person you are leading. Over supervising or under supervising—that is, giving people too much or too little direction—has a negative impact on people's development.

Self Leadership: The Power Behind Empowerment

Managers must learn to let go of command-and-control leadership styles, because soon they will have no choice. In the 1980s, a manager typically supervised five people—in other words, the span of control was one manager to five direct reports. Today, companies have more mean-and-lean organizational structures, where spans of control have increased considerably. Now it is common to find one manager for 25 to 75 direct reports. Add to that the emergence of virtual organizations—where managers are being asked to supervise people they seldom, if ever, meet face to face—and we have an entirely different work landscape emerging.

The truth is that most bosses today can no longer play the traditional role of telling people what, when, and how to do everything. More than ever before, the success of organizational initiatives depends on the proactive behavior of empowered individuals.

Creating an Engaged Workforce

Just as leaders must move from a command-and-control relationship to a partnering relationship with their people, so too must those who are being led move from "waiting to be told" to taking the initiative to lead themselves.

People need to be trained in self leadership. Organizations on the leading edge have learned that developing self leaders is a powerful way to positively impact the quadruple bottom line.

For example, Bandag Manufacturing experienced the value of self leadership after a major equipment breakdown. Rather than laying off the affected work force, the company opted to train them in self leadership. A funny thing happened. Direct reports began holding their managers accountable and asking them to demonstrate their leadership capabilities. They were asking managers for direction and support and urging them to clarify goals and expectations. Suddenly, managers were studying up on rusty skills and working harder.

When the plant's ramp-up time was compared to the company's other eight plants that had experienced similar breakdowns in the past, the California plant reached pre-breakdown production levels faster than any in history. The manufacturer studied other measures as well and concluded that the determining factor in the plant's successful rebound was primarily the proactive behavior of the workers, who were fully engaged and armed with the skill of self leadership.

The Three Skills of a Self Leader

Self leaders must be actively developed by teaching people skills and mental attitudes that foster empowerment. Here are the three skills of self leadership:

1. **Challenge Assumed Constraints.** An assumed constraint is a belief, based on past experience, that limits current and future experiences. Self leadership teaches that the constraints are not the problem; the problem is that we think these things are the only sources of power available to us.

2. **Activate Points of Power.** The five points of power are position power, personal power, task power, knowledge power, and relationship power. The sole advantage of power is the ability to do more good. To increase that ability, develop your weak points of power or gather people around you who have points of power you don't have.

3. **Be Proactive.** Self leaders take the initiative to get the direction and support they require to achieve their goals. Direct reports can use self leadership to diagnose their own development level on a particular goal or task and take the initiative to get from their managers the leadership style they need to succeed.

One-on-One Leadership

At its best, leadership is a partnership that involves mutual trust between two people who work together to achieve common goals. Both leader and follower influence each other. Leadership shifts between them, depending on the task and who has the competence and commitment to deal with it. Both parties play a role in determining how things get done.

One-on-one leadership is about creating such side-by-side leadership relationships. It is a process for increasing the quality and quantity of conversations between managers and direct reports. These alignment conversations not only help people perform better, but they also help everyone involved feel better about themselves and each other.

One-on-One Leadership and the Performance Management System

When one-on-one leadership is done well, it becomes an integral part of an effective performance management system. This system consists of three parts:

1. **Performance Planning.** After everyone is clear on the organizational vision and direction, it's during performance planning that leaders agree with their direct reports about the goals and objectives they should be focusing on. At this stage the traditional hierarchal pyramid is effective, as the leader provides vision and direction.

2. **Performance Coaching.** Next, the hierarchal pyramid is turned upside-down as leaders support people in accomplishing the goals, doing everything they can to help direct reports be successful. At this stage, managers work for their people, praising progress and redirecting less than optimal performance.

3. **Performance Review.** This is where a manager and direct report sit down and assess the direct report's performance over time. When one-on-one weekly meetings are scheduled, open and honest discussions about the direct report's performance and concerns take place on an ongoing basis, creating mutual understanding and agreement.

Building Trust

Trust is the foundation of all healthy relationships, so it comes as no surprise that a leader's ability to build trust is the key to effective one-on-one partnerships, teams, and organizations.

Studies show that productivity, income, profits, and retention are positively or negatively impacted depending on the level of trust in the work environment. Blanchard's research confirms that employees will leave an organization where trust is lacking. In a study of more than 1,000 leaders, 59 percent of respondents indicated they had left an organization due to trust issues, citing lack of communication and dishonesty as key contributing factors.

The Benefits of Trust

When people believe they are working for trustworthy leaders, they are willing to invest in making a difference in an organization. They feel more connected and invest more of themselves in their work. High trust levels lead to a greater sense of self-responsibility, deeper interpersonal insight, and more collective action toward achieving common goals.

The Four Elements of Trust

Because trust means different things to different people, decision makers must first find a common language of trust—qualities they agree are consistent with trustworthiness. The ABCD Trust Model™* identifies four qualities leaders can use to define and discuss trust with the people they lead.

*Now called Blanchard's Building Trust Model.

Able is about demonstrating competence. Do the leaders know how to get the job done? Are they able to produce results?

Believable means acting with integrity. In practical terms, this means creating and following fair processes. Believability is also about acting in a consistent, values-driven manner that reassures people they can rely on their leaders.

Connected is about demonstrating care and concern for other people. Connectedness is supported by good communication skills. Leaders need to openly share information about the organization and about themselves.

Dependable is about honoring commitments by following through on what the leaders say they are going to do.

Creating a High Trust Environment

Using the ABCD Trust Model™ as a guideline, leaders can create high-trust environments that foster involvement and energy by taking four steps:

1. Know the behaviors that support the ABCDs of trust.
2. Assess the current trust level.
3. Diagnose areas that need work.
4. Have a conversation to restore trust.

Repairing Damaged Trust

When a breach of trust is so severe that the relationship is strained to the breaking point—or breaks completely—we call this damaged trust. If a situation is so explosive—or the stakes are so perilous—that a conversation could cause further damage, you probably need to engage the services of a qualified mediator or therapist. If you think the risks are manageable, you can use the following five-step process to begin rebuilding the relationship and restoring trust.

Step One: Acknowledge and Assure

As you acknowledge the problem, assure the other party that your intention is to restore trust between the two of you and that you are willing to take the time and effort to get the relationship back on track.

Step Two: Admit

Own up to your actions and take responsibility for whatever harm was caused. Admitting your part in the situation is a crucial step that should not be overlooked. Refusing to admit your mistakes undermines your believability.

Step Three: Apologize

Even if you don't feel you were entirely at fault, apologize for your part in the situation. Avoid making excuses, shifting blame, or using qualifying statements, as these will undermine your apology.

Step Four: Assess

Invite feedback from the other party about how they see the situation. Together, assess which elements of the ABCD Trust Model™ were violated. The purpose of this step is not to point fingers, but rather to identify problem behaviors so they can be avoided in the future.

Step Five: Agree

The final step in rebuilding damaged trust is to work together to create an action plan. Mutually identify the positive behaviors you'll use going forward. Clarify your shared goals for the relationship and make requests about what you'd like to see both more and less of in the future.

Team Leadership

As the business world becomes increasingly competitive, the issues it faces are increasingly complex. Organizations can no longer depend on hierarchical structures and a few peak performers to maintain a competitive advantage.

Leading with teams is the best approach in today's business environment. Working effectively, a team can make better decisions, solve more complex problems, and do more to enhance creativity and build skills than individuals working alone.

Building highly effective teams, like building great organizations, begins with a picture of what you are aiming for—a target. The journey to a high performance team begins with understanding its characteristics. By benchmarking your team in each of the following four areas, you can identify where you need to focus for team development:

1. **Align for Results**: Clarify team purpose, define goals, define roles, and agree on behavioral norms.

2. **Perform Under Pressure**: Embrace and address conflict, invite self expression, encourage candor, and listen with curiosity.

3. **Develop Team Cohesion**: Work collaboratively, promote accountability, build trusting relationships, and appreciate each other's contributions.

4. **Sustain High Performance**: Demonstrate unity, share leadership, adapt to change, and accept greater challenges.

The Power of Teams

When faced with pressure or complexity, leaders must acknowledge that it is often the actions and skills of many, as opposed to those of one person, that make a complicated procedure successful. Today's complex work can no longer be left to a lone hero's expertise; we need high performance teams working together to achieve results.

When teams function well, miracles can happen. A thrilling and inspiring example of a high performance team is the 1980 United States Olympic hockey team. Twenty young men—many of whom had never played together before—came from colleges all over the country. Six months later they won the Olympic gold medal, defeating the best teams in the world—including the Soviet Union, a team that had been playing together for years.

Or think about the Hudson River plane crash in 2009, when Captain Sullenberger, First Officer Jeffrey Skiles, and the rest of the flight crew worked together to land the plane safely under dire circumstances, saving all the lives aboard.

Whether it's a medical team of surgeons, anesthetists, and nurses all working together and using their individual specialties as a team to save lives—or a team of tech wizards collaborating on a new software that changes the world we live in—humans can achieve great things when they work effectively as teams.

Organizational Leadership

Just as team leadership is more complicated than one-on-one leadership, leading an entire organization is more complicated than leading a single team. As is true with building a high performing team, building a high performing organization is a journey. The quality of a leader's influence at the organizational level is built upon the perspective, trust, and community the leader attains while mastering self, one-on-one, and team leadership. An effective leader's influence on an organization can create a culture that brings together people and systems in a harmonious whole.

SLII® applies whether you are leading yourself, another individual, a team, or an organization. In the self and one-on-one contexts, the leader diagnoses the competence and commitment of a direct report on a specific task. In the team context, a leader diagnoses the team's productivity and morale. In the organizational context, the focus is on diagnosing results and relationships.

Results can be defined as the amount and quality of the work accomplished in relation to the organization's purpose and goals.

Relationships can be defined as the quality of interactions people have with the organization, their leaders, their coworkers, their customers, and the environment.

If an organization is to become high performing, results and relationships both must be high. Great relationships with no performance might be fun, but they will not create a long-lasting organization. On the other hand, an organization with great results and poor relationships will also be short-lived. Without good relationships, the organization will begin to lose its best people, and the results will decline. The bottom line is that both results and relationships are required for high performing organizations.

Organizational Development Stages

There are four stages of organizational development:

1. **Start-Up** – Low results/high relationships
2. **Improving** – Improving results/declining relationships
3. **Developing** – Increasing results/variable relationships
4. **High Performing** – High results/high relationships

When we combine the four SLII® leadership styles—*directing*, *coaching*, *supporting*, and *delegating*—with the four stages of organizational development—*start-up*, *improving*, *developing*, and *high performing*—we have a framework for matching each stage with an appropriate leadership style.

At the **start-up** stage, a *directing* style is appropriate. At the **improving** stage, a *coaching* style is appropriate. At the **developing** stage, a *supporting* style is appropriate. At the **high performing** stage, a *delegating* style is appropriate.

We've seen too many situations where new CEOs—wanting to make a quick impact—enter organizations and immediately go to their favorite leadership style rather than to the one that is needed. This can cause the organization to move backward rather than forward in the quality of results and relationships. This can happen in any organization, whether it's a business, government, or nonprofit. Applying the appropriate leadership style at each stage will ensure that the organization progresses to or maintains high performance.

Leading Change

Constant change is a way of life in organizations today. How do managers and leaders cope with the barrage of changes that confront them daily as they attempt to keep their organizations adaptive and viable?

Leaders often feel trapped in a lose-lose situation when they try to launch a change effort. On one hand, they risk unleashing all kinds of pent-up negative feels in people. On the other hand, if they don't drive change, their organizations will be displaced by those that are committed to innovation.

To lead a successful change, leaders must listen in on the conversations in the organization and surface and resolve people's concerns about the change. They must strategize to lead change in a way that leverages everyone's creativity and commitment.

Five Change Leadership Strategies

The following five change leadership strategies and their outcomes describe an effective process for leading change.

Strategy 1: Expand Involvement and Influence (Outcome: Buy-In)

By involving people in decision making about the change, leaders significantly increase the probability that the change will be successfully implemented. People are less likely to resist the change when they have been involved in creating the change.

Strategy 2: Explain Why the Change Is Needed (Outcome: Compelling Case for Change)

This strategy addresses information concerns. When leaders present and explain a rational reason for the change, the outcome is a compelling case that helps people understand the change being proposed, the rationale for the change, and the reason the status quo is no longer a viable option.

Strategy 3: Collaborate on Implementation (Outcome: The Right Resources and Infrastructure)

When leaders engage others in planning and piloting the change, they encourage collaboration in identifying the right resources and building the infrastructure needed to support the change.

Strategy 4: Make the Change Sustainable (Outcome: Sustainable Results)

Rather than simply announcing the change, leaders must make the change sustainable by providing people with the new skills, tools, and resources required to support the change. By modeling the behavior they expect of others, measuring performance, and praising progress, leaders create conditions for accountability and good results.

Strategy 5: Explore Possibilities (Outcome: Options)

Possibilities and options should be explored before a specific change is decided upon. By involving others in exploring possibilities, you immediately lower information concerns when a new change is announced, because people are "in the loop" about deciding what needs to change.

Coaching: A Key Competency for Leadership Development

The development of new leaders is becoming an important focus for executives and senior managers. More and more, coaching is being recognized as one of the key competencies that effectively develops future leaders.

After working with thousands of people in organizations, we have found that many managers and leaders spend most of their time dealing with performance challenges. With the leadership shortage ahead, it is important to shift from managing performance to focusing on development.

Five Applications of Coaching

When we talk about coaching in this context, we are expanding our definition beyond the coaching leadership style described in SLII®. Coaching in the broader sense has five common applications:

1. **Performance coaching** is used when individuals need help returning their performance to acceptable standards.

2. **Development coaching** is used when high performing individuals are ready to become more fully rounded in their current role.

3. **Career coaching** is employed when individuals are ready to plan their next career moves.

4. **Coaching to support learning** occurs when managers or direct reports need support, encouragement, and accountability to sustain recent training and turn insights into action.

5. **Creating an internal coaching culture** is what happens when leaders recognize the value of coaching and use it to develop others.

Companies that use these coaching applications will have a significant competitive advantage in developing and retaining scarce talent.

Mentoring: The Key to Life Planning

Like coaching, mentoring is a one-to-one process. But the relationship between an individual and a coach has specific objectives and goals focused on developing potential, improving relationships, and enhancing performance. Mentoring, on the other hand, is a mutually beneficial relationship that has big-picture objectives and goals. As the subtitle of this chapter suggests, mentoring is about more than goal accomplishment; it's about life planning.

The MENTOR Model: Elements of a Successful Mentoring Partnership

The MENTOR Model provides six guidelines for an effective mentoring relationship. Following these steps will keep your mentoring partnership on track.

Mission: Take time to craft a mutually agreed-upon mission statement for the mentorship. What do each of you intend to get out of your partnership? A mentoring mission is a picture of how things will be if everything goes as planned.

Engagement: Agree on ways to engage that work for your personalities and schedules. Particularly at the beginning of your mentorship, make a commitment to regular meetings, even if they are virtual. By deciding how often you will communicate with each other and by what means, you will be building the structure that will make your mentoring partnership a reality.

Networking: Both mentor and mentee will bring a network of connections to each other. These connections will become a pipeline to new knowledge, skills, and opportunities. However, care must be taken so that you are not being reckless with each other's connections.

Trust: It takes time to establish the deep communication and give-and-take that happens in a mature mentoring relationship. Trust can be destroyed in an instant, so address any mistakes and communication breakdowns right away. By telling the truth, staying connected, and being dependable, you can build the kind of trusting relationship that leads to significant personal and professional growth.

Opportunity: For both mentor and mentee, the relationship will open up opportunities—events, learning experiences, connections, and career options. Digital media makes potential networks bigger than ever, allowing for more opportunities for partners.

Review and Renew: Mentoring relationships don't necessarily last indefinitely. Once your mission is established, a regular review—perhaps annually or biannually—will help you keep the relationship on track and let you know when the mission for your mentorship has been accomplished. You can renew the relationship and create a new mission, or you can bring the mentorship to a close.

Many companies have discovered that formal mentoring programs are one of the best ways to groom new hires to become successful while preserving the critical corporate knowledge of long-time employees.

Collaboration: Fuel for High Performance

Collaboration creates high performing teams and organizations. And with today's diverse, globalized workforce, it's crucial. Organizations that embrace a collaborative culture benefit internally from increased sales, improved innovation, and better business processes. The external benefits can include new products and services and a smoother running business that delivers higher client satisfaction and increased revenues and profitability. Additional, less tangible benefits include knowledge sharing and competence building of employees and contractors.

Many people think of collaboration as being the same as coordination, cooperation, or teamwork. However, these words are not interchangeable.

Collaboration involves bringing resources from various areas together to create something better or to solve a complex problem. These resources may come from different departments, teams, or locations and may even include people from other organizations.

This kind of collaboration can save lives. For example, during the wildfires of 2003 in San Diego, the efforts of police, firefighters, and first responders were fragmented due to unaligned communication systems. In 2003, as firefighters flocked to the county from all over the west, some had only 800-megahertz radios rather than the traditional VHF radios—meaning they

couldn't talk to each other. By 2007, when the Cedar Fire hit, the agencies had learned to collaborate: all the police, fire, and emergency responder agencies were equipped with VHF radios.

Collaboration can happen even between organizations that traditionally might be thought of as competitors. For example, in 2011 the Nature Conservancy and Dow Chemical Company partnered to construct a wetland for water recycling that was beneficial for both nature and Dow's bottom line.

Attitude can color our willingness and ability to be collaborative. For this reason it's important to examine your intentions, beliefs, and actions to develop collaborative competence.

SECTION III

Treat Your Customers Right

Serving Customers at a Higher Level

The third step in leading at a higher level is to treat your customers right. While everybody seems to know that, organizations with exceptional service are rare. When an organization delivers with such excellence and consistency that its service reputation becomes a competitive edge, that's Legendary Service.

Creating Legendary Service

Legendary Service begins with leaders who believe that outstanding service is a top priority. We call them service champions—inspirational leaders who create passion and momentum in others to better serve their customers. These leaders follow up their inspiring words with actions, creating systems and processes that support their belief that service is vitally important.

Exceptional service starts with leaders serving their people at the highest level so that people on the front line can in turn serve their customers at the highest level. Creating Legendary Service is everyone's job—not just the people standing at the cash register or dealing directly with customers.

Legendary Service consists of four basic elements:

C **Committed to customers:** Creating an environment that focuses on serving customers—both internal and external—at the highest level.

A **Attentiveness:** Listening in a way that allows you to know your customers and their preferences.

R **Responsiveness:** Demonstrating a genuine willingness to serve others by paying attention to and acting on their needs.

E **Empowerment:** Sharing information and tools to help people meet customer needs or exceed customer expectations.

Together, these elements spell CARE, which is fitting, because great customer service hits people at an emotional level and creates a connection.

Decide, Discover, and Deliver

There are three secrets to treating your customers right and turning them into raving fans:

Decide What You Want Your Customer Experience to Be. If you want Legendary Service, you don't just announce it. You must plan for it. You must decide what you want to do. What kind of experience do you want your customers to have as they interact with every aspect of your organization? Understanding what your customers really want when they come to you helps you determine what you should offer them.

A good example of how this works is Domo Gas, a full-service gasoline chain in Western Canada, cofounded by Sheldon Bowles. Back in the 1970s, when everybody was going to self-service gasoline stations, Bowles knew that if people had a choice, they would never go to a gas station.

But people have to get gas, and they want to get in and out as quickly as possible. The customer service vision that Bowles and his cofounders imagined was an Indianapolis 500 pit stop. They dressed all their attendants in red jumpsuits. When a customer drove into one of Bowles' stations, two or three people ran out of the hut and raced toward the car. As quickly as possible, they looked under the hood, cleaned the windshield and pumped the gas.

Discover What Your Customers Want. After you decide what you want to have happen, it's important to discover any suggestions your customers may have that will improve their experience with your organization. What would make their experience with you better? Ask them!

Deliver Your Ideal Customer Service Experience. Now you must help people deliver the ideal customer service experience, plus a little bit more. Once your desired customer experience is set and people are committed to it, the traditional pyramid hierarchy must be turned upside-down, so that the leaders are at the bottom and the frontline people—who are closest to the customers—are at the top. Now frontline people are *responsible*—able to respond to their customers. Leaders must now be *responsive* to frontline people, empowering them to deliver Legendary Service.

SECTION IV

Have the Right Kind of Leadership

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 upside-down 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.

Determining Your Leadership Point of View

Research shows that effective leaders have a clear, teachable leadership point of view and are willing to teach it to others, particularly the people they work with.

Writing your leadership point of view invites you to think deeply about your leadership legacy and how you want to be seen and remembered as a leader. The reflection itself may not change your day-to-day interactions with those you lead, but it will shift your intentions. It will help you find what Bill George calls your True North, and it can serve as a compass that leaders can use to align their actions with their values. In determining your leadership point of view, you are asked to do three things:

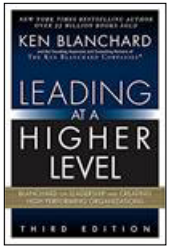
Identify key people and events that have shaped and influenced your leadership point of view. Who mentored you? Taught you? Inspired you? What did you admire or not admire about each of these people? What did you learn from them? What have been the turning points in your life? What did you learn from these experiences?

Describe your leadership values. What core beliefs do you feel strongly about? Make a list of values—truth, learning, creativity, success, loyalty, etc.—and identify your three to five most important values.

Share your expectations for yourself and others. These expectations should flow naturally from the people and key events that have influenced you and your values. Your expectations really are the essence of your leadership point of view. Letting people know what they can expect from you underscores the idea that good leadership is a partnership. And letting others know what you expect from them gives people a picture of how they can be successful under your leadership.

The world needs more leaders who are leading at a higher level. Our dream is that someday everyone will work with leaders who are leading at a higher level—a day when self-serving leaders are history, and leaders who serve others are the rule, not the exception.

YOUR ULTIMATE GUIDE TO BECOMING A GREAT LEADER



Learn how to set the right target and vision and make sure people know the values that will guide your leadership journey to success.

To order books at a bulk discount call 1 800.431.1381
Available on Amazon.com for individual orders.

CONTINUE YOUR LEADERSHIP JOURNEY

At Blanchard®, we know that great managers are the key to great businesses. We provide world-class management and leadership training to ensure your company's managers are efficient, productive, and committed to the success of your organization.

THE Ken Blanchard® COMPANIES

CONTACT US

kenblanchard.com

Americas +1 760.489.5005
Europe, Middle East, Africa +44 (0) 1483 456300
Asia Pacific +65 6775 1030

40 YEARS OF BREAKTHROUGH LEADERSHIP INSIGHTS IN ONE EXTRAORDINARY BOOK!

LEAD AT A HIGHER LEVEL. Lead your people to greatness as you create high performing organizations that make life better for everyone. This book will guide you, inspire you, provoke you, and be your touchstone.

Ken Blanchard (coauthor of *The One Minute Manager®*) and his colleagues have spent 40 years helping good leaders and organizations become great...and stay great. This edition delivers brand new guidance on building a high-trust workplace, collaborating for high performance, driving success through mentoring, and leading at the organizational level. Discover how to...

Go beyond the short term *and* zero in on the right target and vision

Deliver legendary, maniacal customer service *and* earn raving fans

Truly empower your people *and* unleash their incredible potential

Ground your leadership in humility *and* focus on the greater good

*"**Leading at a Higher Level** makes clear that respect and integrity aren't pleasant-sounding options; they are essential criteria for an organization's survival. As inspiring as it is instructive, this book belongs in every leader's core curriculum."*

—**WARREN BENNIS,** bestselling author of *Leaders* and *On Becoming a Leader*

"If you want to have a great company, you don't have a choice but to lead at a higher level. When you do that, you excite your people, they take care of your customers, and your cash register goes ca-ching."

—**HORST SCHULZE,** Vice President and CEO, The West Paces Hotel Group, LLC; Founding and former President & COO, The Ritz-Carlton Hotel Company, LLC

Informit.com | leadingatahigherlevel.com

BUSINESS

ISBN-13: 978-0-13-485753-4
ISBN-10: 0-13-485753-4

9 780134 857534 53499

Pearson