

A photograph of Ken Blanchard, an older man with glasses, wearing a dark suit jacket over a light blue shirt. He is standing and speaking to a group of people seated around a table. The people are seen from the back or side, some with laptops open. In the background, there is a whiteboard with a colorful diagram. The text "LEADING AT A HIGHER LEVEL" is overlaid on the image in a large, bold, sans-serif font. "LEADING AT A" is in black, and "HIGHER LEVEL" is in white on a black rectangular background.

LEADING AT A HIGHER LEVEL

**BLANCHARD ON LEADERSHIP AND CREATING
HIGH PERFORMING ORGANIZATIONS**

Table of Contents

- 1.1 The HPO SCORES[®] Model
- 2.1 The Visionary Role of Leadership
- 2.2 The Implementation Role of Leadership
- 4.1 The SLII[®] Model
- 4.2 Matching Leadership Style to Development Level
- 5.1 Points of Power
- 5.2 The SLII[®] Model
- 6.1 The Performance Management Game Plan
- 6.2 SLII[®] Leadership Styles
- 9.1 The Coaching Sweet Spot
- 11.1 Characteristics of High-Performance Teams
- 11.2 The Stages of Team Development
- 11.3 Team Leadership Model
- 11.4 Focus of a Participant Observer
- 12.1 The UNITE Model
- 13.1 Matching Leadership Style to Organizational Development Stage
- 14.1 The Stages of Concern Model
- 15.1 The Leading People Through Change Model
- 15.2 Perceived Loss of Control Increases Resistance to Change
- 17.1 The Legendary Service Model
- 17.2 The Implementation Role of Leadership
- 18.1 The Leadership-Profit Chain

Figure 1.1

The HPO SCORES® Model

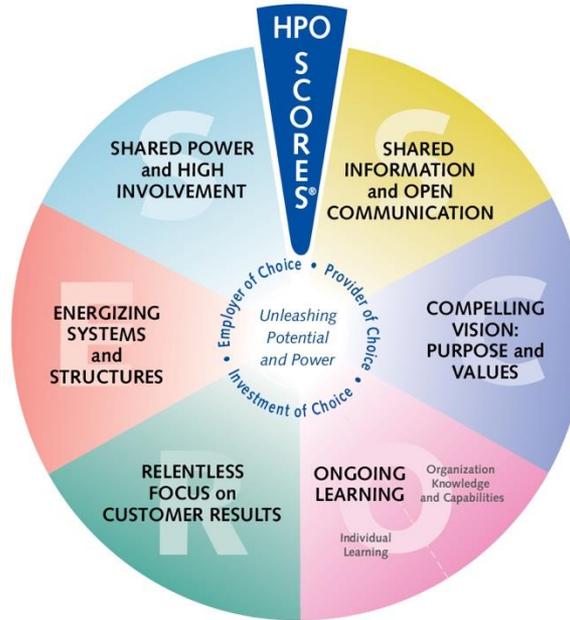


Figure 2.1

The Visionary Role of Leadership

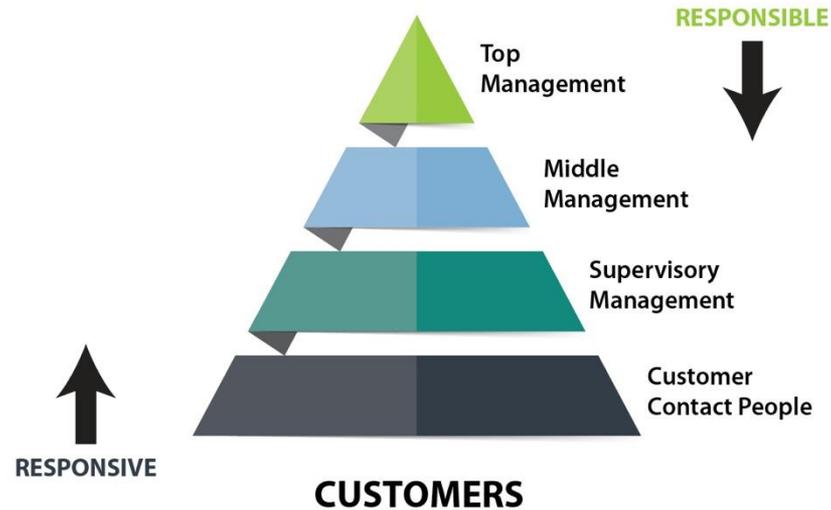


Figure 2.2

The Implementation Role of Leadership

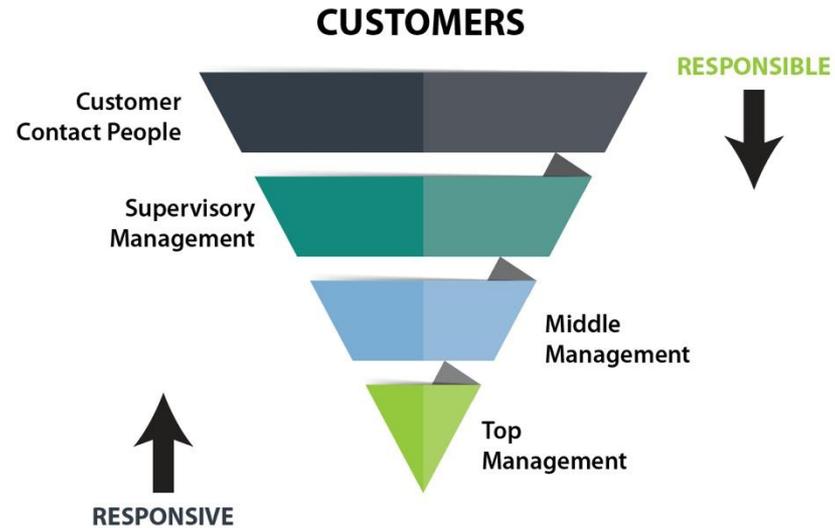


Figure 4.1

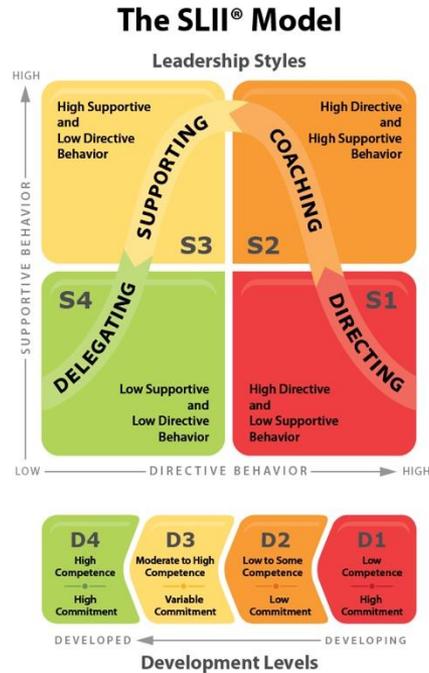


Figure 4.2

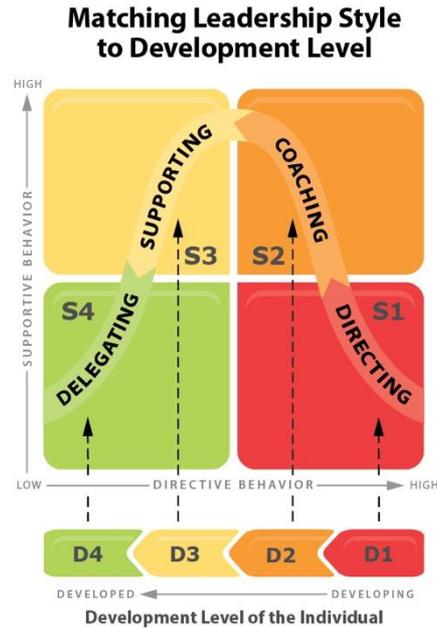


Figure 5.1

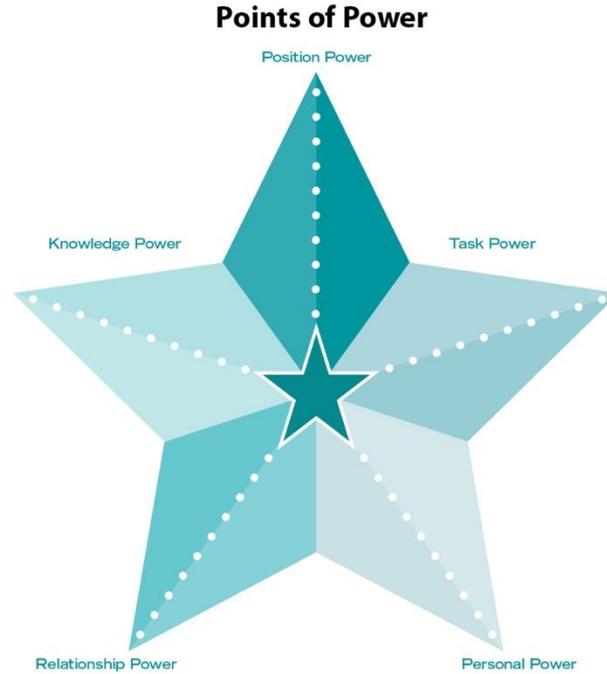


Figure 5.2

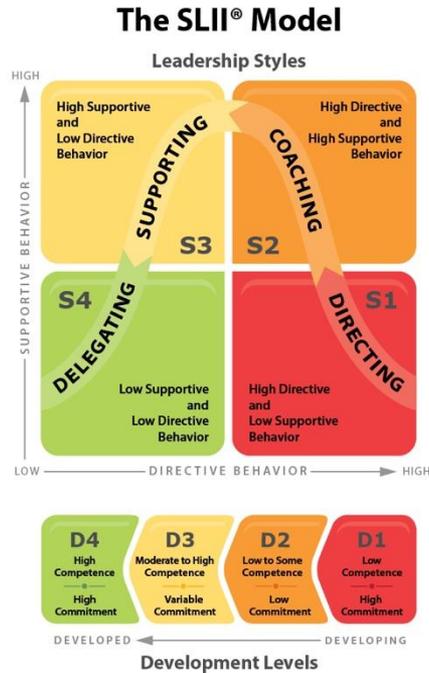


Figure 6.1

The Performance Management Game Plan

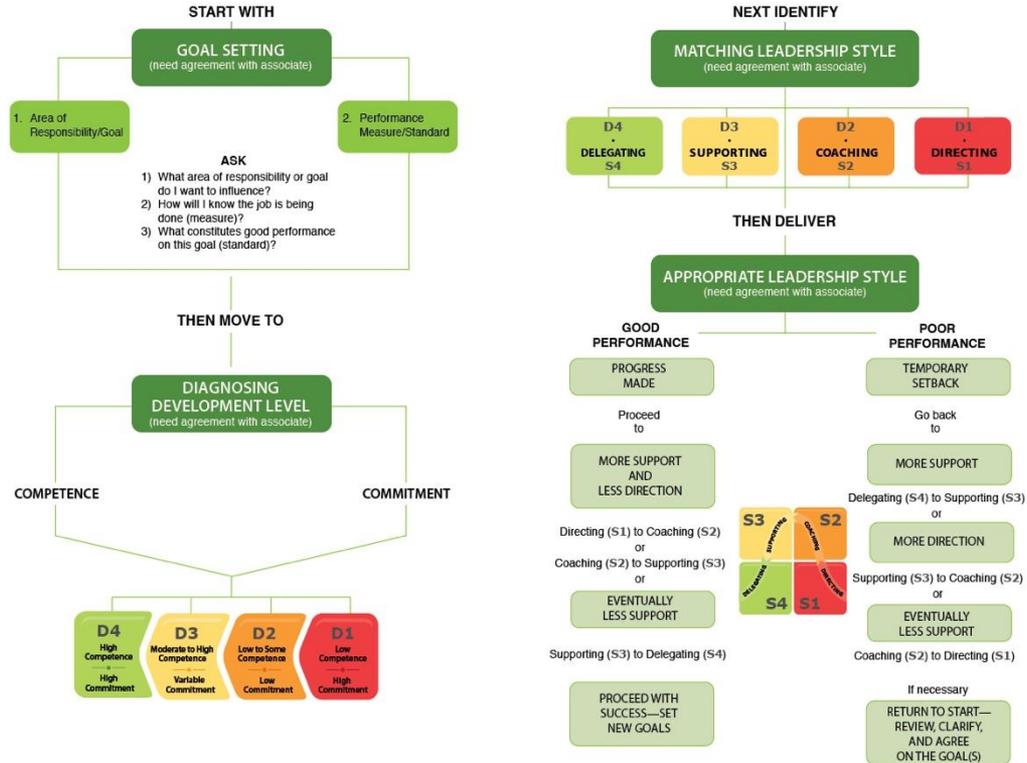


Figure 6.2



Figure 9.1

The Coaching Sweet Spot

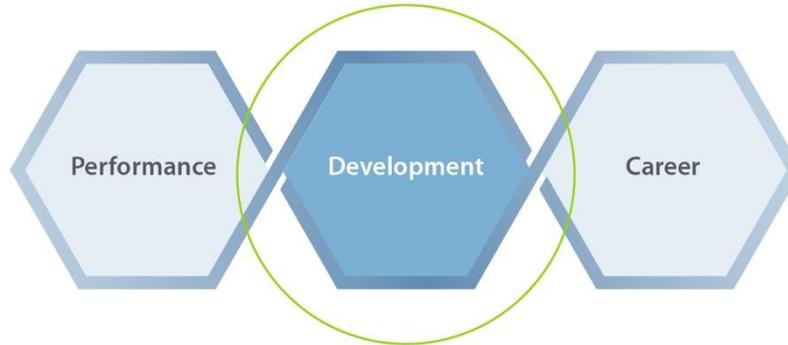


Figure 11.1

Characteristics of High Performance Teams



Figure 11.2

The Stages of Team Development

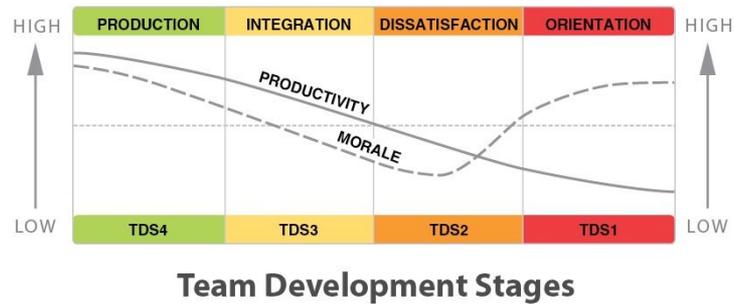


Figure 11.3

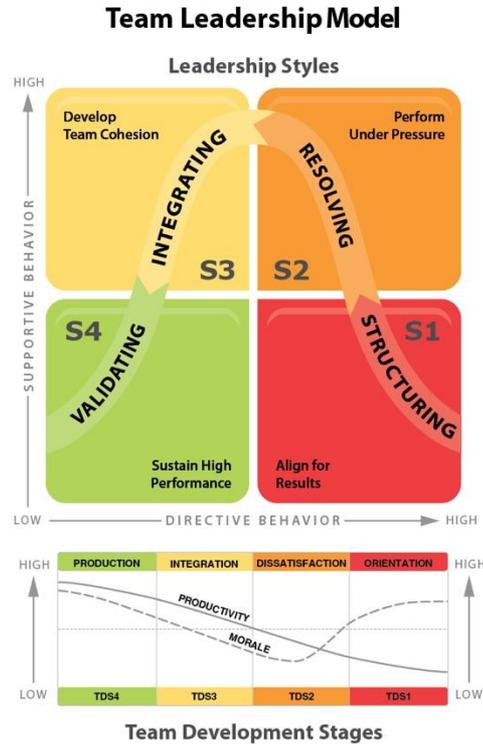


Figure 11.4

Focus of a Participant Observer

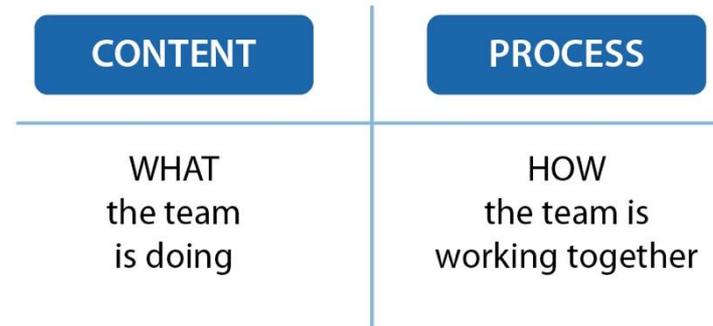


Figure 12.1

The UNITE Model



Figure 13.1

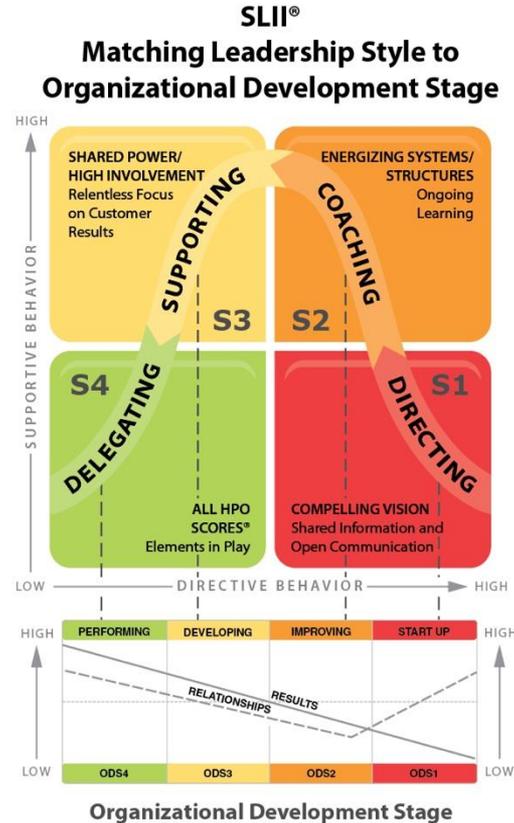


Figure 14.1

Stages of Concern



Figure 15.1

Leading People Through Change®

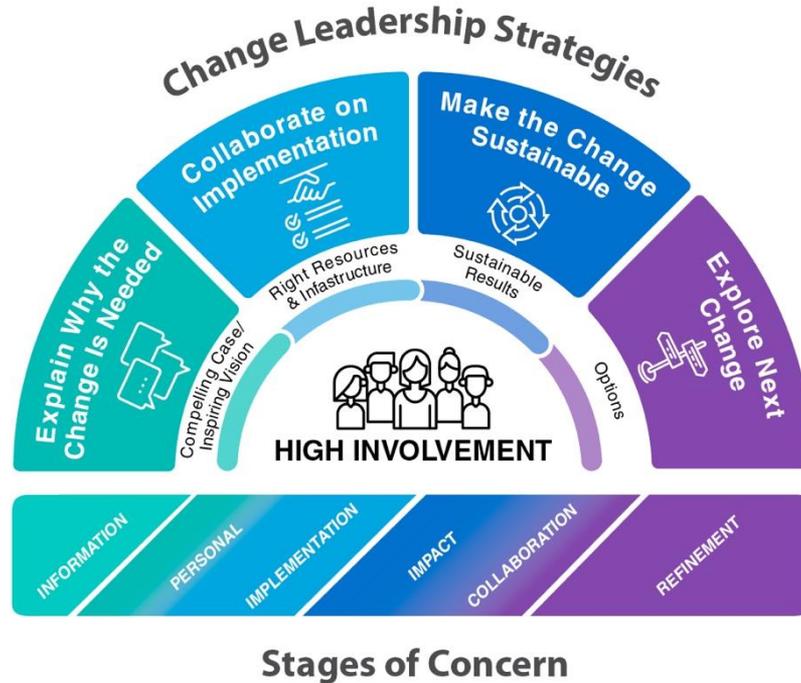


Figure 15.2

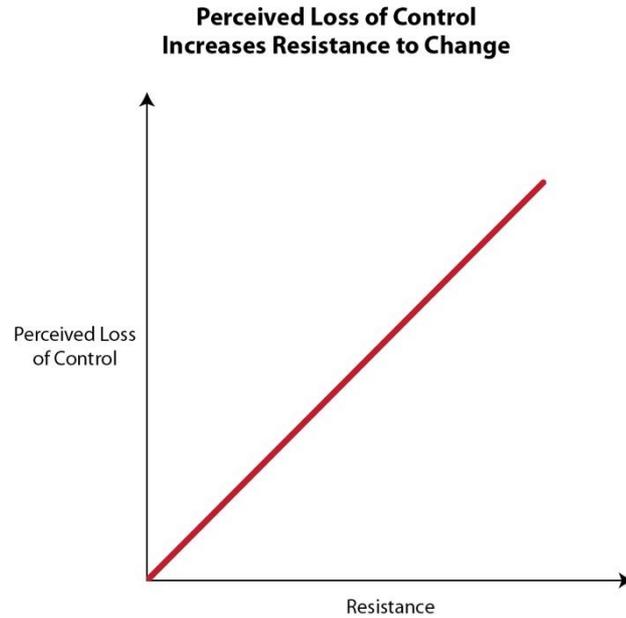


Figure 17.1

The Legendary Service Model



Figure 17.2

The Implementation Role of Leadership

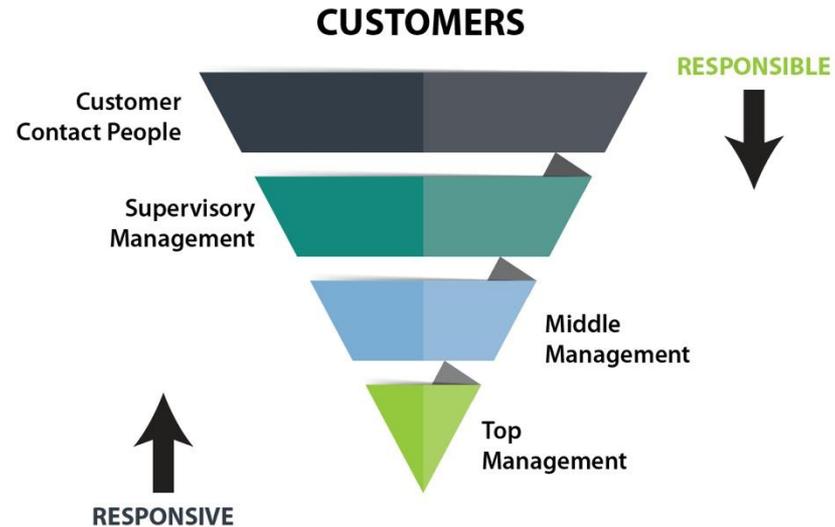


Figure 18.1

The Leadership-Profit Chain

