# direct→leadership<sup>®</sup>

# What is Direct Leadership?

Direct Leadership<sup>®</sup> is a workshop and a material that teaches the DELIVERABLES of direct and everyday leadership. Direct Leadership<sup>®</sup> defined as the multi-facetted value proposition that leaders must "produce" on a day-to-day in his/her interaction with direct reports.

This PRAGMATIC and INNOVATIVE approach to leadership gives participants a solid framework to ensure all facets of everyday leadership are taken into account. Additionally, Direct Leadership<sup>®</sup> ensures that the many daily leadership opportunities are caught and dealt with rather than going lost or unnoticed. Something that has long ago proven difficult when leaders are measured on against standards defined by competencies or personalities.

The origin of the material is the author's 20+ years of experience in the field of leadership development. Having seen numerous programs fail to produce the desired improvements in leadership performance, Karin Zastrow realized that an approach focusing on the deliverables of leadership was needed, because with deliverables in focus many things are easy that have proven difficult with approaches that revolve exclusively around competencies or personalities. It is difficult to have an open, honest dialogue when there is a risk of criticising a colleague's competence or personality. Instead the deliverables approach allows for a no-blame/no-guilt matter-of-fact conversation about leadership performance and measures that should be taken across all organisational levels: among members of a leadership team, between leaders and their bosses, between leaders and their employees.

A Direct Leadership<sup>®</sup> workshop initially teaches the framework: the 7 ROLES, the 4 STYLES, how they combine into the Direct Leadership

matrix model – as well as the notion of LEADERSHIP OPPORTUNITIES. All of which together constitutes the models description of leadership deliverables. During this phase references are made to the world of sports, for instance the discipline of catching the leadership opportunities is compared to the ball field behaviors. This allows both trainers and participants to view their work as a game in which you need to both know the rules and be on your toes, which has proven to be highly motivating.

Illustration:



In the initial phase of the workshop, participants will learn a new language and a way to notice, conceptualize and take action on the everyday occurences that call for their leadership interventions. From this point, the workshop shifts gear and now zooms in on practising the new language and new skills. The first step to putting theory into practise is done by means of a leadership simulator in the shape of a board game in which participants take turns at catching a set of authentic leadership opportunities and acting upon them. This is followed by a phase, where participants deepen their understanding of the concepts and practises as they apply the model and their Direct Leadership Mastery Test scores to their own examples and challenges. (This is the phase that may vary depending on whether the workshop runs over 2 or 3 days). Finally participants summarize their learnings into individual leadership development plans directly linked to the leadership deliverables perspective and the roles/styles matrix model.

# Value proposition for Trainers and Consultants

As a professional – whether your field is leadership development professional or implementation of change – it is indispensable to ensure that a certain leadership infrastructure is in place. The ability to analyse and navigate in the market and good people skills are crucial leadership competencies. But if the foundational understanding of the leadership deliverables is absent then those competencies are not being put to work in any consistent manner. With Direct Leadership<sup>®</sup> as a program in your toolbox you may not only offer to teach your clients a set of foundational leadership skills you will also unchain all such prior leadership training that has been sitting idly on the bookshelves of thousands of managers across all sectors and industries.

Direct Leadership<sup>®</sup> belongs in the toolbox of anyone involved in leadership development. Be it as a consultant or a training professional employed in a large organization. All it takes to get there is a 5-day certification program. Subsequently the requirement is that you commit to actively using and buying the original training materials, i.e. the book, the participant workbook and the Direct Leadership Test instruments.



Persona

# **Benefits for the Participant**

- ACTIONABLE. Emphasis is on acquiring immediately usable skills rather than learning theory.
- EASILY UNDERSTANDABLE. A simple, practical methodology.
- LONG-TERM BENEFIT. The model can be applied repeatedly to future leadership challenges.
- EXPANDS ALL EXISTING LEADERSHIP FRAMEWORKS. Due to its unique and innovative focus on deliverables, the model will always expand on existing programs and may be added to or combined with all known models of leadership values or competencies.
- UNIVERSAL SKILLS. The model and skills learned are generic and applicable in all cultures.
- WORK RELATED. Participants take away an action plan based on selfassessments and peer feedback during the workshop.
- NEW STANDARD FOR LEADERSHIP ASSESSMENT. Typically leaders are assessed by different standards by superiors and subordinates. After this workshop participants can be assessed by both parties by the same set of parameters.
- EMPOWERMENT. With this model participants learn how to be proactively helping their employees perform rather than reactively patching up problems.



"The strength of the Direct Leadership® is, that it looks at the world from the leader's day-to-day perspective and takes a practical, pragmatic approach to the job of leading others. The roles provide a good overview of the many-facetted challenges and the four styles show how to take different approaches depending on the situation. To me Direct Leadership® has been a very good tool to create clear expectations about leadership at different levels of my organization"

Bente Balling, CEO of Danish Employment Insurance Company

"This was the most thought-provoking and fun simulation I have ever played in a management training course. Not only did we learn the Roles and Styles fully, it was also getting our competitive spirits going ... we really were upset when the time was up." Participant, Retail Dealer Training, Xi'An, China

# CASE STUDY: Building Contractor in Denmark

### The Situation:

In the construction industry a project duration can be years. In such cases there is no distinction between the responsibilities of a line manager and those of a project manager when it comes to leading the people who work on the project. Many professions must collaborate closely. Deadlines are tight. Day-to-day leadership is crucial. This was also the case for Danish building contractor Enemærke & Petersen a/s and the reason the company decided to send all of their 90 project and line managers trainers on a two-day Direct Leadership workshop.

#### **Course of Action:** ٠

Klostergaard Coaching & Leadership, one of Direct Leadership® Denmark's training partners was hired to conduct a series of two-day Direct Leadership workshops followed by 1:1 coaching sessions for app. 15 senior managers.

### **Results:**

Short term: All project managers gained an invaluable understanding of the part of their jobs that involved directly leading their employees.

Both project and line managers expressed that the workshop had

- 1) clarified their picture of the leadership deliverables
- 2) made them more efficient leaders and
- 3) made work with employees easier and reduced friction.

Long term: Upon completion of the entire program, the entire business saw an increase in the ability to meet project deadlines and a significant increase in employee satisfaction - particularly in questions relating to employee assessments of their immediate superiors.



### **Group Size/Duration**

The ideal workshop size is 12 or 16 persons in order to promote maximum interaction and learning. This workshop size also allows for groups of four people, which is the ideal groups size for the leadership simulator board game that although it only lasts a couple of hours plays a central role in the learning process.

The ideal duration of the workshop is 3 days (24 hours), however open enrollment programs may be shortened to two days and in-house programs, that may in turn be combined with individual coaching programs may be tailored, modulized or combined with other materials in accordance with company needs.

### Literature:

- Direct Leadership<sup>®</sup> – the new narrative of everyday leadership (ENG)
- Direct Leadership<sup>®</sup> grib ledelseschancerne, når de er der (DK)
- Hverdagsledelse den nye fortælling om ledelsesarbejdet (DK) •

## ABOUT THE AUTHORS



**Karin Zastrow** 

Karin Zastrow has spent her 30-year career on leadership and organisation development. She holds an MBA from ivy-league INSEAD in France, has worked as a consultant and has led the Global Training & Development function of Danish owned multinational Chr. Hansen - one of the world's leading producers of natural food ingredients. For the past 12 years Karin has worked out of ZASTROW, her own company, offering not only training certification and materials in relation to Direct Leadership™, but also marketing two other training concepts limited to the Danish.



For more information about **Persona** GLOBAL®, Inc.'s metrics and methodologies, please contact info@personaglobal.com or visit www.personaglobal.com



### ABOUT Persona GLOBAL®

Persona GLOBAL® is a worldwide provider of assessment tools and methodologies for corporations facing challenges in change leadership, communication, organizational alignment, sales, customer service and management. Persona GLOBAL®, Inc.'s metrics and methodologies are currently available in 72+ countries; its programs have been translated in up to 38 languages. More than 1,700 certified Persona GLOBAL® practitioners around the world serve their clients as strategic business partners.

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