# Leadership®



## What is Persona's Leadership® Methodology?

Leadership® (LE) is a comprehensive assessment, feedback, and workshop methodology that focuses on performance-based leadership. Unlike most leadership programs that focus on the individual's personality traits, LE centers on the business needs of the company and the work needs of the individual manager. It focuses on performance rather than personality, on doing rather than what leaders are like.

Through interactive feedback in 6 key leadership practice areas, managers acquire the Performance LE tools they need to affect maximum performance now, and the Change LE tools necessary to prepare people for the future.

In researching the methodology for LE, it became evident that many companies do not have a clear leadership model, nor have they effectively communicated a leadership vision to employees. LE answers these needs by providing participants with a simple, yet powerful, three-pronged approach

to leadership — a model that is universally applicable and can be easily communicated to all employees in an organization.

## The Persona's LE methodology model consists of:

- DIRECTION. Provides a common goal and vision for employees,
- MOTIVATION. Gives employees a reason for doing the work, and,
- GUIDANCE. Helps employees to stay on the right track.

LE uses this model as the framework for providing managers' strengths with development in six practice areas: Goals, Vision (Direction), Recognition/Rewards, Expectations/Initiative (Motivation), and Coaching and Modeling (Guidance).



CASE STUDY

**General Motors, U.S.** 



## **♦** SITUATION

GM was suffering from a critical loss in market share due to strong foreign competition and a resultant lack of clarity and focus at all levels of management. GM decided its entire management organization needed a new approach to leadership.

#### **◆** COURSE OF ACTION

GM realized it needed to find an effective leadership process in order to implement change throughout the organization. It chose the LE methodology as the basis of the new approach, training 68,000 GM managers worldwide.

## **♦** RESULTS

A six-month follow-up evaluation revealed that 75 percent of the managers were able to identify direct application of LE principles in their daily work. This led to increased productivity, better quality, and reduced costs. In addition, grievances requiring corporate intervention dropped 20 per cent. A cost-benefit analysis conducted by GM showed an 11 to 1 ROI.

## Leadership® Benefits for Managers

- ACTIONABLE. Managers leave with written "action plans" that can be immediately applied on their job.
- COMPREHENSIVE PARTICIPANT MANUAL RESOURCE SELECTION.
   Provides a life-long reinforcement tool.
- CONFIDENTIAL FEEDBACK FROM SUBORDINATES. Three-to-six direct reports provide data on each manager's leadership strengths and challenges.
- EASILY TRANSFERABLE. LE principles are easy to explain, and can be quickly transferred to new employees.
- IMPROVED PERFORMANCE. Managers can be more effective leaders in working toward increasing the productivity of their departments.
- OK TO BE YOURSELF. Methodology does not try to change the
  personality traits of managers. It accepts individuality and focuses
  on practical action instead. Managers do not have to imitate any
  "leadership style".





"In the realm of leadership and management training, the focus on what you do versus what you know is a new idea for many."

Michael Skirving • MaST U.K., implemented Persona's LE methodology for Haden Drysys

## **Methodologies in Practice**

In the assessment phase of LE, subordinates are asked to answer a questionnaire designed to measure managers' skills in the six practice areas. LE analyzes this data and provides the manager with actionable feedback - things managers can do to immediately improve their own performance and the performance of their respective departments.

Organizational Alignment Survey™ is a significant added value of the LE methodology. The program creatively structures the workshop segment as both a "management meeting" and a training and development session. This dual structure enables managers from cross-functional areas to use the feedback as a starting point for discussion and achieving consensus on the best leadership practices for their respective departments, and for the company at large.

## **Unique Value Proposition for Industry Professionals**

- **CERTIFICATION**. Experienced professional trainers or consultants can complete LE certification in 2 days.
- FAST FEEDBACK. Easy-to-understand and administer questionnaire saves time and effort. Data can be collected over the Internet for fast processing.
- GLOBAL REACH. LE is available in most major European and Asian languages.
- "MANAGEMENT MEETING" FORMAT. Workshop leader facilitates a process whereby managers gain insights and skills while building consensus on how the company should be led.
- REPEATABLE. Numerical data allow for benchmarking and follow-up evaluation to track improvement in leadership performance.
- SEAMLESS DELIVERY. Program enables seamless application at multiple corporate sites worldwide and in different languages.
- WELL-DOCUMENTED. Comprehensive facilitator's guide enables easy implementation.
- UNIVERSAL. Any manager can quickly master the skills in the LE methodology. The LE model itself is applicable to any type of business.

## **Recent LE Clients:**

Alliant Tech Systems Glaxo

BBV Kellogg Company

Deutsche Postbank AG Metelli S.p.A.

#### **Credentials**

LE co-authors, Dr Donald T. Tosti and Stephanie F. Jackson, have numerous publications on the principles of performance-based leadership. Related works include Tosti, D. and Jackson, S., "Influencing Others to Act," Handbook of Performance Technology, 1991, Jossey-Bass; Tosti, D., Article, "Global Fluency," Performance Improvement, Feb 1999, and Tosti D., Book Chapter. "Organizational Scan", Intervention Resource Guide, 1999, Jossey-Bass/Pfeiffer.

#### **ABOUT THE AUTHORS**

Dr Donald T. Tosti & Stephanie F. Jackson Founding Partners, Vanguard Consulting, Inc.

Dr. Donald T. Tosti is an educator and internationally recognized pioneer in performance-based approaches to organizational effectiveness. T&D Magazine and the American Society have recognized him as a key contributor to Human Performance Improvement (HPI) technology in the United States

Dr. Tosti has consulted on a wide range of organizational change programs for companies in the United States and Europe. His clients include British Airways, Honeywell Bull, IBM, General Motors, Hewlett Packard, American Express, and Bank of America.

LE co-author, **Stephanie F. Jackson**, is a Senior Partner at Vanguard, where she specializes in the evaluation of performance and organizational systems, and in the design of behavioral and skills-based change programs.



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



#### ABOUT Persona GLOBAL®

Persone qualities is a worldwide provider of assessment tools and methodologies for corporations facing challenges In change leadership, communication, organizational alignment, sales, customer service and management. Por sown GLGBAL\*, Inc./s metrics and methodologies are currently available in 70+ countries; its programs have been translated In up to 38 languages. Note than 1,500 certified Porsone (LOBAL\* practitioners around the world serve their clients as strategic business partners.

#### Corporations that have benefited from Persona SLOBAL® Programs include:

- BMW
- Applied Materials Dall Computer
  - · British Airways
- Mitsubishi
  - IBM Akatal
- Japan Airlines Credit Suisse
- Disney Coca-Cola Hitathi
  - Motorola
- American Express SONY Music Entertainment