



Leadership

"Management is doing things right; leadership is doing the right things".

Peter F Drucker

Developing Effective Leaders

Every organisation needs effective leaders at all levels. We can help your leaders improve their practical skills and these can be quickly transferred to the workplace and deliver improved results.

To be fully effective a leader has to deliver the results required today and prepare the team for a changing tomorrow, so that results are sustainable. We survey team members and produce a profile of the leader's strengths and challenges across 36 key leadership practices. The profile is the foundation we use for small group or one-on-one coaching to improve leadership ability.

Our intervention centres on the business needs of the organisation and work needs of the individual leader. We focus on performance not personality.

The Persona Leadership Model is universally applicable and provides a simple, yet powerful, three-pronged approach to leadership, comprising:

- ◆ **Direction.** Setting goals and providing vision
- ◆ **Motivation.** Providing recognition and rewards. Raising expectations and encouraging initiative.
- ◆ **Guidance.** Effective coaching and role modelling

This internationally recognised leadership model was devised by Dr Donald Tosti, following extensive research and field investigations of leadership in action. The International Society for Performance Improvement made an award to Tosti in 2003 for his significant contribution to Human Performance Improvement.

Benefits

- ◆ **Confidential Feedback from Subordinates.** This provides the self-knowledge to drive performance improvement. Three-to-six direct reports provide data on each manager's leadership strengths and challenges.
- ◆ **Actionable.** Each Manager leaves with a written "action plan" that can be immediately applied to improve leadership.
- ◆ **Your Organisation.** We concentrate development activities on the specific needs of your organisation.
- ◆ **Present and Future Performance.** Your leaders acquire the skills to improve current performance and to prepare the organisation for a changing future.
- ◆ **Senior Managers or Team Leaders.** The model is flexible so all levels of management can benefit.

Effective Leaders create willing followers by acting every day to provide clear Direction, Motivating for results and giving constructive Guidance.

Our focus is on understanding the business results required by your organisation and tailoring our response to help your Leaders achieve.

The profile each Leader receives during the workshop shows in clear terms how their followers perceive their competence across 36 practices that comprise Direction, Motivation and Guidance.

Using role plays and small group exercises we ensure your Leaders understand, and practice, how to apply these concepts to improve performance in your organisation. Skills include how to –

- Ensure accountability through clear goals, engagement and follow through
- Separate motivational from developmental feedback
- Delegate effectively; growing people while controlling risk
- Coach under-performers for results



"When the best leader's work is done the people say "we did it ourselves"

Lao, Tzu

Methodology in Practice

Leadership analyses leadership skills in six key practice areas and provides leaders with actionable feedback that can be used to immediately improve their personal and departmental performance.

This program creatively structures the workshop as a management meeting and training and development session.

This dual approach enables managers from cross-functional areas to use the feedback as a starting point for discussion.

Credentials

Leadership co-authors, Dr. Donald 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, "Organisational Scan", Intervention Resource Guide, 1999, Jossey-Bass/Pfeiffer.

Features

- **Fast feedback.** Easy-to-understand and administer questionnaire saves time and effort. Data can be collected online for fast processing.
- **"Management Meeting" format.** We can facilitate a process for your managers to gain insights and skills while building consensus on the leadership model for your organisation
- **Comprehensive participant manual resource section.** Provides a life-long reinforcement tool
- **Interactive.** The program features group activities and teamwork sessions
- **Practices not Personality.** We accept individuality and focus on practical action not personality. Managers do not have to imitate any "leadership style"
- **Coaching.** The model can also be used to facilitate one-on-one coaching
- **16 Hours.** The core module can be delivered across 16 hours, ideally in two consecutive days

About Us

Dawson McDonald is the Australian Partner of the internationally recognised Persona Global group, that offers business solutions to organisations throughout 60 countries. Company Principals, John Dawson and Carmel McDonald have been consulting, training, coaching and recruiting for Australian businesses for over a decade, following extensive industry experience.

About Persona

Persona Global is a worldwide provider of learning, development and assessment tools and methodologies for organisations facing challenges in change leadership, communication, organisational alignment, sales, customer service, and management.

Corporations that have benefited from Persona Programs include:

General Electric	Microsoft	Exxon Mobil
Pfizer	Xerox	Applied Materials
BMW	Vodafone	British Airways
Mitsubishi	Dell Computer	Japan Airlines
Disney	IBM	Credit Suisse
Coca Cola	Alcatel	American Express
Hitachi	Motorola	Sony Music Entertainment



Dawson McDonald Consulting
PEOPLE ► PERFORMANCE ► ALIGNMENT

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