



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.



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 organisation needed a new approach to leadership.
- **Course of Action:** GM realised it needed to find an effective leadership process in order to implement change throughout the organisation. It chose the Leadership 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 Leadership principles in their daily work. This led to increased productivity, better quality, and reduced costs. In addition, grievances requiring corporate intervention dropped 20 percent. A cost-benefit analysis conducted by GM showed an 11 to 1 ROI.



"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 International group, that offers business solutions to organisations throughout 45 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 International 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



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