



*“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-faceted 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:**

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.

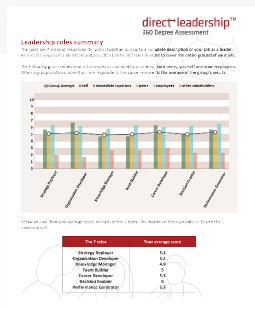
◆ **Results:**

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

**ABOUT THE AUTHORS**



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**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](mailto:info@personaglobal.com) or visit [www.personaglobal.com](http://www.personaglobal.com)



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