

Performance Leadership Profile & Workshop



What is Performance Leadership?

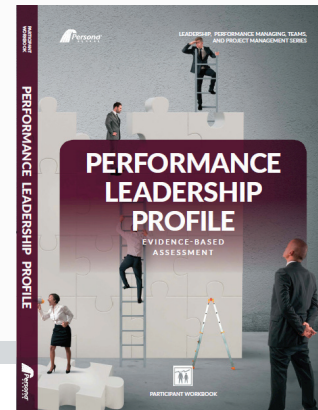
Performance Leadership is based on behavioral research that started nearly 40 years ago. The technology that emerged from this research was first used to improve training effectiveness and was later applied to the broader area of improving Human Performance. Unlike other approaches to improve productivity and develop leaders, the procedures that comprise this technology are based on empirical research, not just common sense or the latest management fad.

Practitioners and academic experts have formed a number of well respected organizations including ISPI, The Association for Behavior Analysis, and The Cambridge Center for Behavioral Studies, to support continued research and to promote the technology to the public.

The Performance Leadership Profile and Workshop is authored by Dr. Martin Wikoff, an expert in applying Performance Technology to leadership,

productivity, and sales effectiveness. Beyond being an expert and author, he also has experience as a salesperson, leader, and trainer for multinational corporations. His ability to combine his practical real world experience with his technical expertise has enabled him to translate research-based behavioral technology into practical everyday techniques that leaders can understand and use.

He pioneered the use of multi-rater surveys in the late 70's, is the recipient of ISPI's Award of Excellence, and has been invited to present a program; "Designing High Impact Sales Training Programs" at the Corporate Executive Board's Sales and Marketing Insight Acceleration Conference.



SUCCESS STORIES

◆ **Manufacturer Attacks Global Competition**

The fifth largest office furniture manufacturer in the US realized that long-term survival depended on their ability to compete with lower cost, but quality products, sourced from other countries. Working with their **Persona** GLOBAL® Consultant, a program using the tools from Performance Leadership was implemented in their 9 manufacturing facilities and with the sales force. The program was used to develop managers, establish performance goals, and implement process improvements, feedback systems, and rewards for hitting targets. Plant efficiency increased an average of 18% and sales growth has been double industry average since the program started. In 2007, the company achieved record sales and profits.

◆ **Retailer Differentiates in a Commodity Market**

The largest floral chain in Chicago realized that they had to distinguish themselves from other flower and gift shops. Using Performance Leadership, they trained their managers and clarified their business mission from a company that "sells flowers" to one that "helps people celebrate events." With that clear mission and using what was learned in PL, they developed clear behavioral expectations for inside sales representatives, implemented measures, rewards, and a coaching process. Within weeks, by changing the inside sales team from "order takers" to advisors that helped customers celebrate, sales jumped 30% and profits increased 14%.

PLP Benefits for the Participant

- **GOAL SETTING:** The setting of organizational, group, and individual goals, objectives, and expectations that are aligned, participative, achievable, time-framed and challenging.
- **OPTIMIZING CONDITIONS:** The extent to which one effectively selects and places people in the right jobs, provides needed training, possesses key management competencies, and provides support through optimal work organization and job design, and resources.
- **MEASUREMENT:** The establishment indicators of performance that are organizationally aligned, objective, accurate, timely and primarily under the performer's control.
- **FEEDBACK:** Information about performance that is regular, timely, specific, understandable, and communicated in several ways.
- **REINFORCEMENT:** The systematic delivery of positive consequences by the organization, workgroup, and the manager that strengthens and maintains performance.
- **COACHING/TEAMBUILDING:** The systematic delivery of corrective and supportive consequences by the manager to correct and/or improve performance to help the workgroup and individuals achieve their full potential.

"We are much more effective now that we are committed to performance measurement and focusing on customers. We intend to stay on top of market shifts and keep adjusting our culture to provide premier values to customers."

Robert Powell • President, Omaha Paper Company

How does Performance Leadership Work?

Performance Leadership contains two components:

- 1. Performance Leadership Workshop:** A practical program of Leadership Development to give leaders specific skills and techniques immediately applicable to any area of the organization. The program can be conducted in two full days or divided into modules that can be conducted over a period of time while learners apply newly learned skills between sessions. The Performance Leadership Workshop is a program that can be delivered to any level of management because the principles are universal and can be applied throughout an organization. When applied organization-wide, the training and techniques can have a significant impact by developing and reinforcing a positive **performance based culture**.
- 2. Performance Leadership Profile (PLP):** The Performance Leadership Profile is a multi-rater survey that is used to establish an assessment and baseline of the application of key skills by leaders (and the organization, when combined across leaders). The PLP is the outgrowth of early published research by Dr. Wikoff which demonstrated that training leaders was more effective and skills were maintained when measurement was incorporated into the program. The PLP is the latest evolution of the Performance System Profile which itself was based on documented productivity research. Consistent with the research-based approach, the PLP measures skills and techniques based on the most current research in the area of performance technology.

How does Performance Leadership compare with some other popular Leadership and Performance Improvement programs?

There is now widespread recognition that logic and evidence must guide decision making and problem solving in organizations. The basics of this approach are rooted in the Evidence Based Medicine movement which started in Canada, France, and the US. We now are seeing the emergence of Evidence Based Management.

Now, there is the realization of the detrimental effects when managers do not make decisions based on the current best evidence of what works. Conversely, there is substantial evidence of the payoffs for using practices and techniques that are Evidence-Based and proven effective.

The vast majority of management practice, training programs, and consulting are not founded upon sound research and evidence. Most programs are missing key elements of the factors that have proven effective at improving and maintaining performance. That is why they may have little or no impact or actually be counterproductive.

For those organizations that want to make the move to Evidence-Based Management, Performance Leadership would be an important step to achieving the outcomes and results from implementing powerful, proven techniques.

ABOUT THE AUTHOR



Martin Wikoff, Ph.D.

Author : Performance Leadership • Managing Performance • Managing First Class Service • PRIDE • Breakthrough Account Analysis™

Martin Wikoff, Ph.D. is a research psychologist, educator and recognized authority in Organizational development, productivity improvement, and behavioral technology. His scientifically verified productivity and quality improvement technologies have been developed extensively around the world for nearly 30 years.

As a former Executive Vice President of **Persona GLOBAL®**, Dr. Wikoff is responsible for authoring four extreme popular Persona Global training and consulting programs: Performance Leadership, Managing Performance, Managing First Class Service, PRIDE (Purpose, Recognition, Influence and Energy), and Breakthrough Account Analysis™ - all of which focus on the optimization of human behaviors in an organizational environment.

Dr. Wikoff is in demand across the globe, delivering consulting services to numerous multinational corporations and government agencies including engagements in England, Korea, France, Malaysia, Singapore, and United States. Dr. Wikoff is a frequent presenter to high-level management and executive groups and has numerous publications applied behavior management principles and their relationships to productivity enhancement to his name.



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 70+ countries; its programs have been translated in up to 38 languages. More than 1,500 certified Persona GLOBAL® practitioners around the world serve their clients as strategic business partners.

Corporations that have benefited from Persona GLOBAL® Programs include:

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- Mitsubishi
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- IBM
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- American Express
- Hitachi
- Motorola
- SONY Music Entertainment