

# Performance Focused Leadership

Developing tomorrow's leaders today

An holistic approach to leadership development



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# Performance Focused Leadership

Developing Tomorrow's Leaders Today

**The intensity with which more is frequently being demanded from less people in organisations is bringing the whole issue of leadership into sharp focus.**

**The challenge facing many organisations today, in both the private and public sectors, is all about how do we deliver extraordinary performance through our people?**

**This challenge is all about Leadership!**



At mc-cubed we believe that the key factor to driving extraordinary performance is having outstanding leaders throughout the organisation. We are not alone in this belief:

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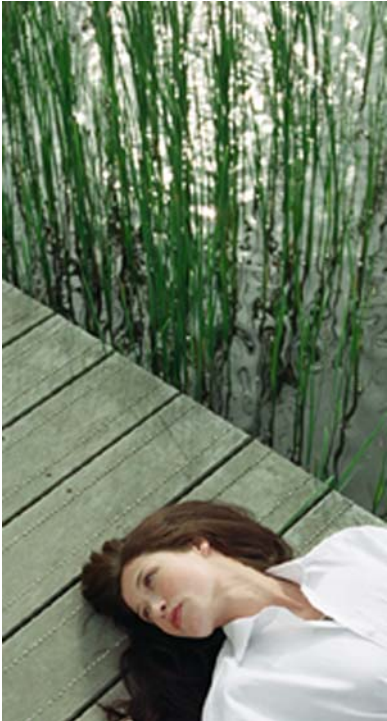
Many forward-thinking organisations already recognise that investing in leadership development is the key to delivering sustainable improvements in competitiveness and business performance.

The question facing many people charged with the responsibility of delivering extraordinary performance is:

***“.....how best to approach developing effective leaders in our organisation?”***

We believe that we have developed an answer to this question....

We have developed a unique approach to leadership development that clearly demonstrates the links between leadership and performance. Our approach is under-pinned by some of the most widely recognised and respected theories of workplace behaviour and it is shaped by our practical experience of how leadership impacts on organisational performance. Our approach is called **Performance Focussed Leadership** and you can find out more about it on the following pages.



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## The Performance Focused Leadership Model

The PFL model was built to give a “whole picture” approach to leadership development. The idea was to create a model that showed what a leader has to do, how to think and how to use their own capabilities and personality to impact upon the performance of others. It has been designed from a simple idea:

It is the role of any leader to get the very best performance they can from their people over a sustained period of time.

The basic idea is that the performance we see from people is the output of 4 key factors that affect their performance. These factors are all influenced by the quality of leadership and management that people receive.

Once we understand what these performance factors are, we can now look at what it is that will affect those factors and therefore what leaders should be doing and how they should be influencing their people’s performance.

The PFL model identifies the three key areas of influence that a leader has available to them:

- Ourselves
- Our Attitudinal Drivers
- Our Action Competencies

The PFL model shows how these interact and that real success comes from bringing them all into alignment.





“In our PFL programmes we set out to help understand these key issues about ‘You’ and their critical impact upon your performance as a leader.”

### 1. It starts with you....

The central circle entitled “you” is all about understanding yourself and making the best use of your capabilities. Kouzes and Pozner identified that the most important aspect of leadership that people wanted from their leaders was “honesty.” They defined this as how leaders backed up what they said by how they behaved.

#### **This also links to values and ethics.**

Before a leader can take a stand on something it is important that they understand their own values and ethics and that they are prepared to stand up for them. Evidence shows that people don’t trust someone who won’t either be clear about their values or is seemingly duplicitous.

#### **It learns from the theory of ‘Emotional Intelligence.’**

There is a strong argument, put forward by Goleman in his book ‘The New Leaders’ and others that great leaders have the competencies of “Self-Awareness” and “Self-Management.” They are also able to display a range of leadership styles.

In our PFL programmes we set out to help understand these key issues about ‘You’ and their critical impact upon your performance as a leader.

### 2. And your attitude....

The second circle in the PFL model relates to our attitudinal drivers. It is our expression of the Task Focus v People Focus. Adair in his Action Centred Leadership model puts the argument strongly that great leaders not only focus on getting the job done but also on making sure that the people, in the form of individuals and teams also need focus and thinking about by the leader.

### 3. And your competencies....

The six Action Competencies are a blend of the traditional transactional leadership functions and the change driven transformational style of leadership.

Transactional Leadership is an essential element of our model as most Leaders still have to make sure that they deliver functional performance.

The PFL model takes these necessary competencies and combines them with ideas of Transformational leadership to develop the concepts of inspirational leadership, shared vision, empowerment and learning organisations.

### **Our Performance Focused Leadership programmes**

We have a range of skeleton programmes aimed at leaders at all levels within organisations.

Once we engage with our clients we build on these skeleton programmes to develop a tailored leadership development solution around their needs and objectives.

In developing these solutions we also take full heed of the organisations culture and its values as well as the commercial necessities it faces.

The programmes are highly practical and aimed at getting people to really understand what they can do to affect the performance of everybody around them and themselves.

The programmes are normally delivered in a modular form over a few months so that learning is embedded and that the lessons learnt are absorbed.

