



Zeroing in on performance

developing leaders
that drive success:
Mastering Personal
Leadership workshop

The challenge: developing a stable of managers within your organization who are equipped to engage their teams, execute on goals, and drive results no matter what conditions they face.

The answer: Hay Group's two-day workshop for managers who have had little or no formal leadership development – a program that provides the fundamental framework to achieve the performance you want

HayGroup®

www.haygroup.com

Styles and climate: the link between people and performance

Mastering Personal Leadership is based on two leadership concepts proven to impact performance: the behaviors – or styles – that leaders use to engage and guide their teams, and the work environments – or climates – they create for the individuals who work for them.

Through 60 years of researching the factors that drive performance and helping organizations improve their results, Hay Group has learned that two of the most important elements shaping organizational success are the behaviors of the leaders, and the climate, or 'feel' of the workplace created by that leadership.

The most effective managers know how to use a full range of styles so that no matter how the demands of their roles change, what situations they face, or what the individual personalities are of those they're leading, they know how to provide the clarity, the context and the coaching needed to engage and energize people to perform at their best.

Through appropriate and flexible actions, these managers create climates in which people know what is expected of them to move the organization forward, and have the flexibility, accountability and support of the rest of their team to meet or exceed those expectations.

“ **Good leaders create
work atmospheres in which
employees want to
perform their best** ”

Proven results and ROI

Incorporating these concepts, the Mastering Personal Leadership program is a proven investment in performance, developing managers who can achieve results in any situation – resilient, confident managers who engage and motivate your workforce even in shifting, uncertain business environments.

Study after study has shown that these development programs provide an outstanding return on your training investment:

- A study of one client found that the sales regions of effective managers with highly engaging climates outperformed those of less effective leaders and their climates by up to 30 per cent
- A study of a major global technology firm found that those regional divisions with strong leaders not only had better climates, but outperformed regions with weaker climates by \$700 million in annual revenues
- Other Hay Group studies have shown that in addition to improving performance and productivity, positive workplace climates contribute to lower absenteeism and reduced turnover.



Our program

Mastering Personal Leadership was developed by Hay Group experts based on extensive research, and it was refined using the results from workplace assessments of thousands of managers in hundreds of organizations around the globe.

This data has shown how the behavior of leaders – the styles they use – influences the workplace climate for employees, and how that climate in turn affects business results.

The proven curriculum distills into two days the most important insights gained over more than four decades of research and practice in organizational leadership.

The program's calibrated progression of exercises and discussions brings the importance of effective leadership into startlingly clear focus, and helps participants:

- analyze and understand their own 'natural' leadership style and the climate it creates
- learn to use a broader range of leadership styles effectively, to address specific situations and needs – including the demands of maintaining productivity and focus during a downturn
- link their own leadership goals to actual business or organizational goals – to ensure that classroom insights connect with bottom line priorities

The result? Managers who consciously use the spectrum of leadership styles for maximum impact, motivating others to drive toward, and achieve, common objectives.

An experience that aligns personal development with the achievement of real business goals

Led by experienced Hay Group consultants, Mastering Personal Leadership is a revelation for many participants. The program delivers penetrating and practical insights into leadership that create positive results not only for their teams but also for the organization as a whole.

Mastering Personal Leadership combines group presentation and discussions with individual guidance and coaching to help participants gain practical insights into leadership practices that will drive their organization's performance.

The two-day program offers important personal assessments and feedback to each participant, including Hay Group's Organizational Climate Survey and Inventory of Leadership Styles. These valuable tools incorporate self-evaluation and survey feedback from direct reports to give participants invaluable assessments of the climates they work in, as well as those they create for their people.

At the conclusion of the second day, every participant will have completed, reviewed and revised an individual development plan that includes personal leadership goals aligned with important near-term business objectives – helping to establish and confirm the link between personal leadership and improved business results.

“ A personal development program that can increase organizational results by 15 to 30 per cent ”

Africa

Cape Town
Johannesburg
Pretoria

Asia

Bangkok
Beijing
Hong Kong
Jakarta
Kuala Lumpur
Mumbai
New Delhi
Seoul
Shanghai
Shenzhen
Singapore
Tokyo

Europe

Athens
Barcelona
Berlin
Bilbao
Birmingham
Bratislava
Bristol
Brussels
Bucharest
Budapest
Dublin
Frankfurt
Glasgow

Helsinki
Istanbul
Kiev
Lille
Lisbon
London
Madrid
Manchester
Milan
Moscow
Oslo
Paris
Prague
Rome
Stockholm
Strasbourg
Vienna
Vilnius
Warsaw
Zeist
Zurich

Middle East

Dubai
Tel Aviv

North America

Atlanta
Boston
Calgary
Charlotte
Chicago
Dallas

Edmonton
Halifax
Kansas City
Los Angeles
Mexico City
Montreal
New York Metro
Ottawa
Philadelphia
Regina
San Francisco
San José (CR)
Toronto
Vancouver
Washington DC Metro

Pacific

Auckland
Brisbane
Canberra
Melbourne
Perth
Sydney
Wellington

South America

Bogota
Buenos Aires
Caracas
Lima
Santiago
Sao Paulo

Hay Group is a global management consulting firm that works with leaders to transform strategy into reality. We develop talent, organize people to be more effective and motivate them to perform at their best. Our focus is on making change happen and helping people and organizations realize their potential.

We have over 2600 employees working in 85 offices in 47 countries. Our clients are from the private, public and not-for-profit sectors, across every major industry. For more information please contact your local office through www.haygroup.com.