



Management & Leadership

Research shows that individuals and work groups perform more effectively when they have a concrete model that guides their actions. **The Work Flow Process Model** above is a simple, but comprehensive template for helping your organization achieve optimum results through improved leadership, teamwork, and process improvement.

At the center of the model are **Customers and Mission**. These are the primary factors toward which all actions are focused. The model provides six basic phases which guide the management and leadership of work to satisfy the needs of internal and external customers, while achieving the mission of the organization and work group. The outer circle of the model emphasizes the importance of the **Continuous Improvement Cycle**.



The Work Flow Process Model

DEVELOP MANAGERS AND LEADERS The **Management & Leadership Profile (MLP)** is a 119-item, multi-rater questionnaire that can be completed via paper and pencil, directly on the computer or via intra-net. The MLP is completed by the individual, his/her boss, direct reports, peers and others.

The MLP is an excellent way to provide people with understandable and believable feedback on their present behavior and expected behavior in fifteen critical areas.

- I. Clarity of Purpose
 - Goals
 - Communication
- II. Planning and Problem Avoidance

- Planning
- Involvement
- Decision Making
- III. Task Accomplishment
 - Competence
 - Motivation
 - Work Facilitation
- IV. Providing Feedback
 - Feedback
- V. Exercising Control
 - Managing Performance
 - Accountability
 - Delegation
- VI. Individual & Team Relationships
 - Relationships
 - Linking
 - Teamwork

An important factor to remember is that the MLP focuses on behavior. No label of good or bad is given; only feedback on specific behaviors which will contribute to performance improvement and effectiveness.

ALL THE DATA IN THE WORLD IS USELESS....UNLESS IT IS APPLIED!!
The target manager receives a comprehensive report that becomes a working document. Each color report clearly shows the gaps between present and expected behavior so appropriate action can be taken to capitalize on present strengths and develop critical softspots.

Each MLP Feedback Report consists of four sections:

- Top Strengths & Improvement Areas
- Summary By Categories
- Item Analysis
- Ten Highest Priority Issue

Below are samples of the Summary By Categories and the Item Analysis for Goals. Click to see the enlarged reports:

