

ASHTEAD PERFORMANCE GROUP

High Performance Leadership



The APG High Performance Leadership Model

For years, researchers have tried to identify what sets some people apart as leaders. Until recently, this research has taken the form of trying to identify certain characteristics or personality traits that distinguish these people.

A more pertinent question to ask is "are there some things outstanding leaders do, which others do not?" Ashtead Performance Group's High Performance Leadership model is based on the results of research conducted by an associate company, Verax International, into precisely this question.

The research, based on original work done by a team at Harvard, looked at senior managers in a variety of companies, at different levels and functions in those companies. The first stage of research identified those practices which were supposed to be those used by good managers. Two matched groups of managers (matched for level, function, age, experience, education etc.) - one outstanding (by a set of objective measures) and one good but not outstanding had their subordinates and bosses respond to the questionnaires. From their responses, it was possible to isolate those practices used by the outstanding group compared with the other group.

The practices, while describing discreet behaviour or techniques, do not have to be seen in isolation from one another. They can be categorised or clustered together in a number of ways.

APG's high performance leadership model clusters them in a way that produces a model which is called the "High Performance Leadership Cycle". Getting performance from others is a continual process. It is difficult to determine stop or start points, but there are identifiable stages which can be worked on.

What is performance?

The performance formula reads: $P = f(A \times M)$

Performance is a function of Ability multiplied by Motivation

A person's performance, i.e. the output anyone is able to produce, is a function of their ability and the extent to which they are motivated to perform that task.

Ability consists of knowledge, skills, techniques or behaviour and the way resources are used.

Motivation can be defined as the intensity and direction in which energy is expended.

What determines the direction or intensity with which an individual applies themselves is the result of:

- Their own internal values, beliefs, attitudes etc.
- The messages internalised from the company culture
- The more intimate group or team climate; or the climate set by the leader

To change performance therefore, it is necessary to change either some of the ability factors and/or some of the motivational elements.

The APG high performance leadership model concentrates on equipping leaders with the core leadership behaviours of vision, support and challenge. By living these behaviours, effective leaders provide the environment in which their people's ability and motivation are maximised.

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