



## Leveraging Diversity for Top Performance

### BUSINESS IMPACT STUDY

#### ACCEPTANCE & RESPECT

“Persona is a wonderful tool that promotes tolerance, acceptance and respect for differences and diversity”.

*Jean-Philippe Gibault,  
Training Manager,  
Generali Insurance*

#### MANAGEMENT TOOL

“Persona is a management approach that I want for my organization: efficient and original.”

*Frédéric Thys, General  
Manager, Saveurs De  
France Group*

#### TEAM DIVERSITY

“Persona allowed me to recruit a whole new team, not according to my own personality style, but according to the outcomes I needed to achieve. We have been very successful.”

*Thierry Bennaïm,  
Engineering Manager,  
Ondéo Degrémont -  
Suez Group*



**Challenge:** high turnover of talent due to lack of trust in management

**Solution:** strengthen managerial skills in building authentic relationships

**Impact:** visibly improved performance and productivity

## S O L U T I O N

We custom-designed a two-year, modular development journey created specifically for the finance and marketing managers at the head office, and for the regional and national sales managers.

The overall objective was to provide these managers with greater self-awareness of their own leadership style and their impact on others, and to develop key behaviours that would help them to become more authentic in dealing with their direct reports. These included listening with intent, communicating openly, and being accountable for one's actions.

The first two day module was focused on self-discovery and interpersonal skills and enhanced by the Persona Method, a unique and powerful methodology that incorporates NLP, transactional analysis and systemic thinking.

The most prominent feature of the Persona Method is that it uses masks from the Commedia dell'Arte to represent

## C H A L L E N G E

A global healthcare company who prides itself on being able to attract and retain the best people in the industry was suddenly facing an alarming situation: highly valued sales, marketing and finance employees were leaving the company.

This brain drain was even more acute because the company was just about to launch a breakthrough product in the market place. Having highly committed people on board was critical, as a successful launch requires high levels of collaboration, information sharing, and strong relationships.

Exit interviews revealed that these employees in fact adored the company's products and services, but no longer trusted management. Management was described as not communicating openly, not being congruent in their decision making process, and basically not walking their talk.



More than 1500 leaders and managers have successfully applied the Persona Method to deepen their personal development since its creation in 1999 by Patricia Bouvard, Blue Ocean Senior Associate

the various human personality types. These masks help individuals and groups to gain a deeper understanding of their own type and acceptance of other types in a fun, memorable and non-threatening way.

Subsequent modules focused on further developing traditional skills such as leadership, management and coaching skills, with clear links to the Persona Method and key learnings from the first module.

In addition, during the two year period participants were able to stay on track with their personal development goals through regular phone coaching sessions with the module facilitators.

## I M P A C T

The Persona Method helped to establish a common language around different personality types and how to deal with them in the most productive way. The result was that:

→ management became more tolerant of differences, and more skilled in leveraging diversity for higher performance;

→ silo's began to break down;

→ people began to work together to build trust, resulting in greater collaboration and higher productivity.

Each Persona Method mask represents a theatrical character with its excessive aspects: both positive and negative. We all use various masks in our daily lives, in very unique and personal configurations.

By wearing the masks during role plays, participants are able to embody different personality types and experience the impact these types have on others. This provides participants with a deep understanding of their own style, plus practical insights on how to deal effectively with potentially sensitive situations when encountering personality types different from their own.

The Persona Method helps people move from diversity to complementarity, and serves as a fundamental first step in the development of strong interpersonal skills.



For more information, please contact:  
THE BLUE OCEAN COMPANY  
Tel +32 (0)476 552 108 (Brussels)  
contact@theblueoceancompany.com  
www.theblueoceancompany.com