

Colin Luthardt

ITS FOUR SIDES® OF LEADERSHIP



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GETTING STARTED

Get an overview of Its Four Sides© of Leadership
Understand the consequences of unbalanced leadership
Survey your current leadership and define the new balance
Learn unique tools that will get you started as a leader of your team

**Speaking the Language of Leadership,
The Getting Started Formula**

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Getting There

Title: Its Four Sides of Leadership, The Getting Started Formula

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Life is a Puzzle, you have all the Pieces.

Its Four Sides of Leadership, The Getting Started Formula by Colin Luthardt.

You are ready to start a journey and you have everything in place to get where you want to be. The challenge however is to decide where you want to go, and before you can take the first step you will also want to know where you are.

This Getting Started Formula is a procedure for your first step in getting started. It gives you opportunities to stop and reflect and decide what to do next.

This Getting Started Formula is your step-by-step procedure from where you were before to where you need to be. Just keep it up to date when working with Its Four Sides® of Your Leadership.

Just try it, it works!

Life is a Puzzle, you have all the Pieces.

Speaking the Language of Leadership, The Getting Started Formula

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It's about your North, East, South and West.
It's about your top, bottom, left and right.
It's about your spring, summer, autumn and winter.
It's about your past, present, possibility and future.
It's always about Four Sides.

It's about the four sides of leadership.
It's about common goals, organizing the group, developing people and their achievements.
It's about your communication, your decisions, your coaching and your follow-up.



What happens if you miss one or more sides?

About this book

If you are a leader, and you want to get your team to reach the goal, you will want to know where your North is, when you need to head East, which your South is, and what you will find in the West.

You have also heard the phrase from the Chinese proverb, saying, ‘A journey of a thousand paces starts with the first step’. Actually, I’d say, ‘A journey of a thousand paces starts with knowing where you are’. Because, if you don’t know where you are, your first step, which you can take in the North, East, South, or West direction from where you are right now, might lead you away from your goal.



*A journey of a thousand paces starts with knowing
where you are.*

Your goal as a leader is to Lead Your Team To Success. Your first thing is to know where you stand. Then you can decide which direction to take to choose your first step in the right direction.

Welcome to your Getting Started Formula, enabling you to start leading your team to success.

This Getting Started Formula belongs to:

Getting your orientation

This is the Getting Started Formula. It enables readers of the book *Speaking the Language of Leadership, The Journey* to start their journey to become great leaders. The models and tools presented in *Speaking the Language of Leadership, The Journey* ensure that good managers can become much more effective in leading their team.

A selection of methods and tools are used in this Getting Started Formula. This formula will allow you to get orientation about your leadership so that you are ready to achieve impressive results.

This Getting Started Formula is meant for you to build the base for your journey. You should always know where you are, and what to do and know where to turn next.

And this is how it will be done.

The Getting Started Formula consists of the following chapters:

1. Get a new sense of orientation about your role as a leader. Get introduced to Its Four Sides of Leadership and understand the consequences of unbalanced leadership.
2. Find your position, define where you stand in your leadership and get your first ideas about what others might think.
3. See the deviation, draw a line and see where you'd rather be with your leadership. Do a review the four essential meetings you have with your team.
4. Decide on a new destination, review your team's journey. Decide where you and your team are and where you need to be.
5. Find a new direction. Take a look at your leadership from the rear-view mirror. Take the decision and prioritize what needs changing.
6. Get started in leading your team. Learn the essential tools that will help you personally at the beginning.
7. See where you journey is taking you. Get to know what lies ahead.

So, just be aware of the small things on the way, keep your eyes and ears open and enjoy the journey. You will discover exciting things on the way.

About Leadership

Could it be that you are already a manager of a team, perhaps a project manager or a team leader, perhaps you are leading a group of people in a coordinating role. And now you are looking to see what you can do better?

Maybe even, you got feedback about your leadership some time back and you concluded that something has to change? Or did you come to the insight that you cannot continue the way you have been doing?

Well, congratulations on making your choice of getting started. You see, taking a decision and getting started is actually a big thing. It involves taking a conscious decision of doing something differently than before.

What was this decision?

Maybe, you were not be pleased with how things were going for you as a leader?

Perhaps, you just felt stressed about the fact that you were in a leader's role?

Or was the thought of becoming a leader soon making you nervous?

Obviously, you have decided that you don't want to be where you are right now anymore.

Congratulations for getting started.

Where would you rather be as a leader of your team?

Imagine a team that is engaged, committed, focused and passionate about what they do?

Picture the fun you could have with such a team? How much more could you all contribute to the endeavor you are expected to achieve?

This is what leadership is about? Maybe you aspire to good leadership and you even have the values it takes to become a good leader. I am sure you have the courage and the will to get things done.

However, between where you are today and where you'd rather be as a leader something must be different. And the difference is how effective you interact with your team.

Being effective as a leader means having and clear orientation about the role that you have so that you know what to do and what to improve.



On SoundCloud: How are you leading your team?

The Role of a Leader

Many people find themselves needing to show leadership. It is not only the top management that are leaders. Anybody can be a leader. There are people in a temporary or a permanent position that need to be leaders. Some of them with limited or perhaps no previous leadership experience. But every day, they are showing some kind of leadership.

In such a situation these new leaders will look to see how they can show leadership. In many cases, they will fall back on experience in similar situations from their past. Situations where

Getting your orientation

they experienced leadership themselves, situations from home, from school, friends and work experience come to their mind. These previous situations have conditioned young leaders to favor a certain kind of leadership. This conditioning allows them to prefer certain actions or behaviors as leaders. But these young leaders may have never reflected about the impact of their actions and behaviors. Consequently, many leaders have a range of behaviors that they have adopted and they never have tested them against their usefulness or effectiveness in their role as a leader.

And now you concluded that something has to change in your role as a leader. It is not unusual that leaders find themselves in situations like these and they decide they need to develop themselves. This is a situation of increased awareness. This can happen when the team changes, the environment changes, or the expectations are increased. These can be moments when a leader decides that things cannot continue as they have and he or she starts searching for training.

In this search situation a leader is quickly confronted with many different types of training offering to develop their leadership. One group of training focuses on higher leaders of a company and offers management training. Another group offers to develop the person's own self-leadership, meaning the intrinsic or intrapersonal leadership, like the character and personality of a leader. But only a few offer training focused on the extrinsic or interpersonal leadership, which is the interaction of the leader with the team.

It can be confusing for a leader to find the right offer. To see what can be useful it is good to start with taking a clear look at the role of a leader instead:



A leader gets a group of people to achieve common goals.

This means that leaders interact in a certain way with the people, they communicate in a specific way avoiding misunderstandings, being clear about priorities and expectations, and create the trust in the people to take action, and the actions get the team closer to the goal.



On SoundCloud: What does leadership really mean?

Its Four Sides® of Leadership is not focusing on intrinsic leadership characteristics, attitudes or values of the leader. Instead, Its Four Sides® of Leadership is dedicated to the interpersonal leadership, the communication which comes alive in the moment the leader interacts with the people involved. As leaders interact with their people in many situations, as a team or as individuals, communication is a too general term to teach. In fact, communication changes dramatically as it depends on the context of the situation.

This means that there are distinct situations for the leaders that they need to master in their communication. And if leaders are aware of the difference of these situations, they can adapt their leadership and be clearer, deliberate and more effective.

Get your leadership started now

This Getting Started Formula will reboot your leadership from the ground up.

1. Your Orientation

Have you ever heard the phrase, ‘You need to know your North’, or ‘If you keep going East you will never see the sunset’, or ‘This is going South’?

Whatever the meaning of these phrases is, or the context in which you heard them, there are four sides to navigate for, North, East, South, and West.

If you are a leader, and you want to get your team to reach the goal, you will want to know four things:

1. Does everybody know where you are all heading?
2. Is your team in agree how you are going to do the journey together?
3. Does every person on the team know what is expected from them?
4. Is everybody proud of their achievements on this journey?

When you have the answers to these four questions in place, then you are leading your team.



A leader's goal is to Lead the Team to Success.

This means that the first thing you need to know is where you all stand. Then you can decide which direction to take, that is your North. Then you need to choose how you will get there, that is when you start out in the morning, heading East, asking, what is the first things we need to do? Everybody should know what is expected from them when the sun is in the South. And by sunset in the West, you all want to know if you have come closer to the goal. When you focus on these four sides, you are leading your team to success.

Take a step in the right direction and move closer to your goal in leading your team to success.

Its Four Sides® of Leadership

Many things can be said about leadership, and many things are different about leaders, their position in a company, their character or personality, their skill and mindset. But in the end, there is one thing that sticks out, that makes all leaders alike.

It is their leadership. This is a definition of leadership from Wikipedia.

**Leadership is about
organizing a group
of people
to achieve
common goals.**

Getting your orientation

This means that there are four distinct sides involved in leadership. And if leaders are aware of them, master them and be deliberate with them, they can lead their team to success.

The four sides are the common goals⁽¹⁾, the organization of a group⁽²⁾, the people⁽³⁾, and the achievements⁽⁴⁾. This is a useful sequence that introduces the four sides that make Its Four Sides® of Leadership. It allows you to get an overview and understand what Its Four Sides® of Leadership are about.

(First Side) The future goals

Following basic theories of team development, a group of people becomes a team as soon as they have agreed to follow a common idea, a purpose, a vision, or a goal. This is the moment a team is born because it identifies them as being the ones who are ‘doing this thing together’, like following this goal.

In reality however, managers try to be very efficient. They condense the future goal in a number, or a single item, like a delivery. After a while, during the daily work on the details, the meaning of that number gets lost. The once clear goal gets blurred and it is out of site. Nobody really remembers ‘why’ that item was so important in the first place. When the focus gets lost, the manager feels that the team is no longer following. This triggers the belief that the goal is at risk and deliberate actions are needed to correct the course.

That is why creating and agreeing on a direction, a vision, communicating the future path is the first thing altogether; it is the first side of Its Four Sides® of Leadership.

(Second Side) Organizing a group

As soon as the team has accepted the path, the next step in the process starts. It is about organizing the group so that they can work effectively. Typically, everyone in the team has some idea about the gap between where they are right now and where they’d better be. They also have a number of ideas about how to close these gaps and achieve the goal. Many on the team may already be making different suggestions for actions.

These different suggestions the team is making quite commonly cause discussions or even conflicts. These conflicts are about the use of resources and priorities. And unfortunately, many managers find themselves ill-equipped to deal with these conflicts.

To solve these conflicts, they have different coping strategies.

There are managers who despise different opinions or conflicts all together.

Others avoid conflicts by taking short term decisions. This limits the team’s ability to bring constructive ideas or suggestions.

Some managers prefer to leave the team figure alone. They think that it is part of the team’s development process. They expect them to figure out the conflict of priorities themselves.

What managers don’t see is that when the team does not have a clear agreement how to prioritize the resources, they still have not started to take any action that should take them closer towards the goal.

Instead, leaders shape this process and take charge of this phase allowing it to go smoothly and quickly. Effective leaders optimize the process of organization and deciding on the

Getting your orientation

priority.

This leads to the second side of Its Four Sides® of Leadership. The leader guides the team to decide on the present priorities and the organization of the team. When that is done, every team member, including the leader, will know what roles they have to play, what tasks they have to do and which responsibilities they have towards each other.

(Third Side) The people

Once the roles and responsibilities of the individuals on the team are clear, the individuals turn and look to execute their tasks to their best ability. That is why, on this third side, the people themselves play a crucial role. Their rational and emotional capabilities are essential in their motivation and ability to perform the individual tasks.

In many situations these days the goal that the team is working on has never have been reached before. There are tasks that need to be created in a way that they impact on the results that have not been achieved earlier.

Many managers expect every individual on the team to figure out for themselves what to do. They think everyone knows how to do things best and judge what they should do all together. They expect their people to get on with it and wait to judge the impact and measure the results afterwards.

Many managers also believe that their people are self-driven and motivated to take action. Some think that their people are capable to solve their issues or that they are able to learn by themselves to become better at solving them.

What the managers fail to see is the fact that this may only apply to few of the team members, but not everyone. What is more common is that people follow their previous behaviors by habit, and they follow opinions and network with people they already know. This means that they take actions that are very similar to what they have done before, leading to results that are in range of what was already achieved.

What managers miss is that their individuals are very different. They have different levels of competence, different abilities to solve problems, and different ways of interacting with their peers. This is what managers often simplify for themselves in saying that people have different levels of motivation.

In other cases, managers like to delegate the responsibility to develop the people's competences to others, like to a training company or the local HR department.

Instead, leaders accept that their people need to develop continuously. Both the individual abilities and the ability of the team to work effectively needs to be adapted to the situation continuously. Only this way is the team and their team members equipped to meet the challenges on the way.

This is third side of Its Four Sides® of Leadership. The leader coaches and develops the individuals and the team to take action that are in line with the decided priorities so that the team moves towards the desired goals continuously and effectively.

(Fourth Side) The achievements

Finally, on the fourth side of Its Four Sides® of Leadership, the people are looking to see if they are doing well. They want to know if they are progressing. They want indication

Getting your orientation

showing that they have delivered something that contributes towards reaching the goal. The individuals and the whole team together want to know that.

This is when managers are looking at the results and feel challenged by two things. Firstly, there is the fact that many results take a longer time to materialize. This means that over a shorter period of time nothing on the results has really changed.

Secondly, many actions have taken place. Often, the manager was not present to see how these actions were executed. It is hard to see which one of these actions were impactful and which weren't.

What managers frequently do is that they follow a number of measurements on the results. The scale of these measurements coming from the existing system on the other hand, is so large that hardly any movement of the results can be seen over a shorter period. Then, they either add a simplified three-color signal judgement, or measure the gap between the current level and the expected target.

They do this in the belief that this should be motivating the teams to be more focused or more ambitious and work harder.

What many managers miss is the fact that all actions, as well as the in-actions, all contribute to the results that they are measuring. And if the people cannot see how their actions or in-actions contribute to the progress towards the result, presenting the results does not have any positive impact. In fact, it hardens the people's belief that whatever they do, it is not enough.

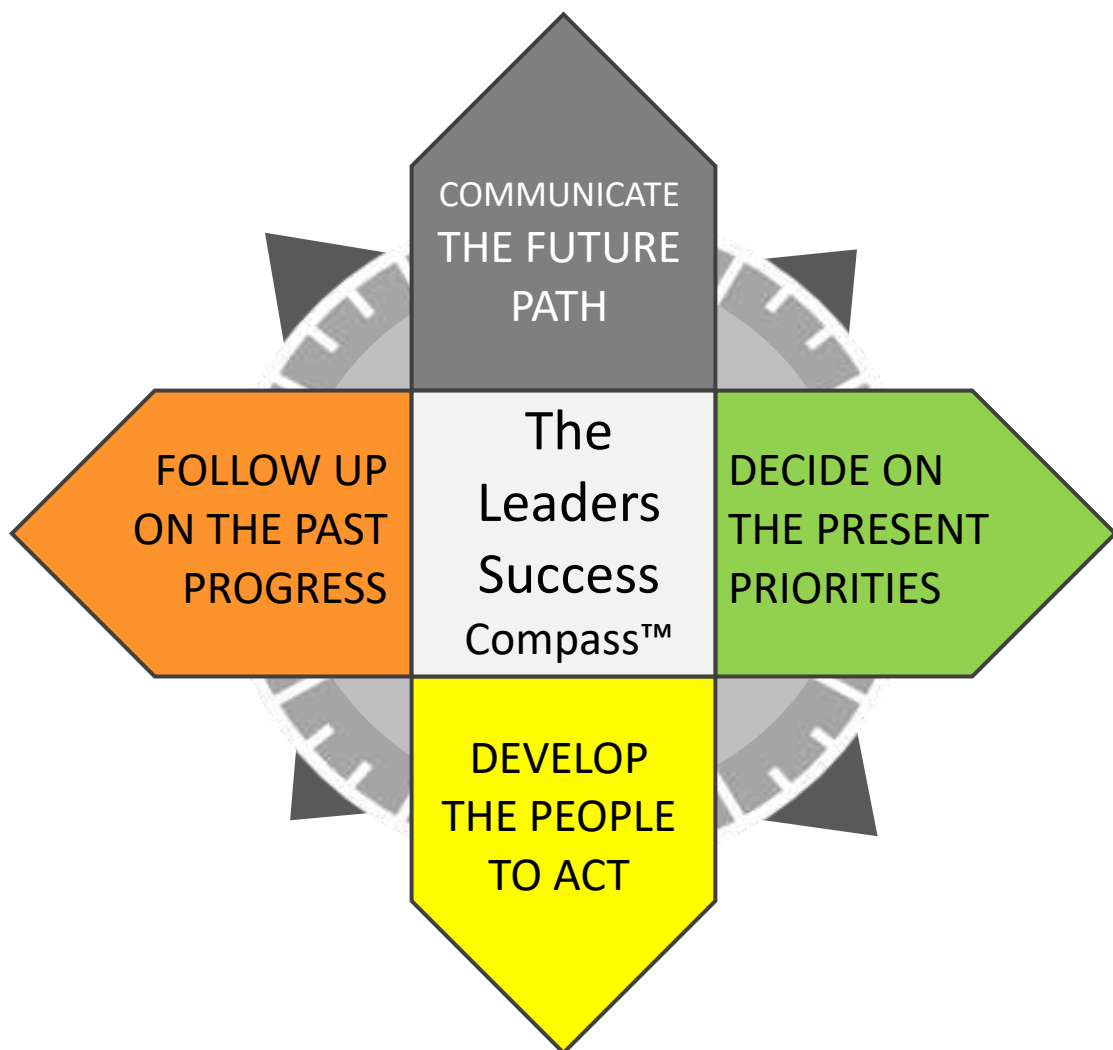
Instead, leaders have a focus on the impact and the contribution of the individual actions that the people take. They know that when their people put in an effort on the right actions that the results will follow in the long run.



The sum of all the actions have an impact on the progress towards the result.

On the fourth side of Its Four Sides® of Leadership, leaders follow-up on the activities and connect the achievements to the results. This follow-up gives orientation towards the goal and gives the team members a feeling of progress and contribution.

Leaders also give their team the opportunity to gather experience about the actions they chose and what is needed to continue the journey to the next goal.



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*Figure 1 The idea of Its Four Sides® of Leadership.
It's about organizing a group of people to achieve common goals*

Your role as a leader is to allow all four sides to be addressed equally and intentionally. This means that as leader you should be able to move from the first side, through the second, to the third and to the fourth side as smoothly and quickly as possible, depending on the situation at hand. This will ensure that you achieve the goals as quickly and effectively as possible.



[On SoundCloud: Learn more about Its Four Sides of leading your team](#)

Its Four Sides® of Leadership in reality

In reality, leaders are faced with four principle situations in their daily work. In those four situations they are expected to be intentional and clear with their communication.

These four principle situations of leadership are:

1. Getting people aligned to the future path and common goals. It is about the common vision and goals, desires and wishes. The leader will want to get an agreement on the most important goals to ensure that everyone sees the purpose and the meaning in reaching for the respective goals.
2. Organizing a group of people to work effectively together. The leader needs to deal with the organization to create a strategy, a structure and clear responsibilities. It's about involving everyone in the daily decisions about prioritization of the available resources. It improves the transparency on how things should get done and makes sure everyone knows what to do.
3. Developing individual people to act and perform at their best. The leader has to ensure that the people are motivated and able to act in line with the strategy and priorities. It is important to develop the conditions under which people take responsibility and act according to the strategy that is currently applied.
4. Following up the past achievements and the progress. Here the leader is focusing on the achievements that have been made. It emphasizes the impact of good performance. It is to ensure that everyone knows their contributions and feels compelled to close the gap to the goal.

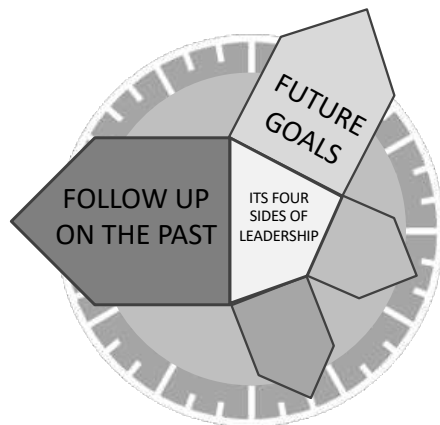
How effective is your communication towards your team in these principle situations?

When looking at the four sides you may notice that some of your peers or managers have their favorite side, from which they address the issues first. They also have sides that they are less comfortable with. The same goes for you too. That is natural.

In the same way your people will have favorites too. This means that you will want to cover all four sides equally.

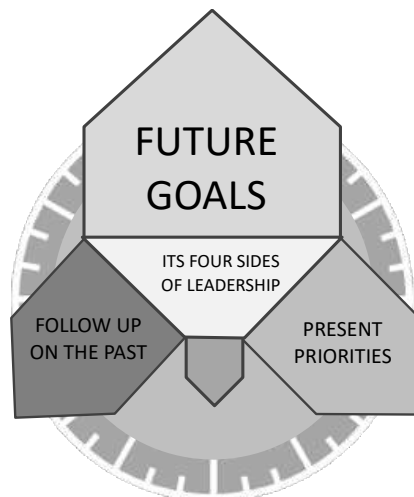
If not, there will be an imbalance.

Imbalance of Its Four Sides of Leadership in Reality



In general, past experience shapes people. We can see people that have had different personal experiences and these experiences have shaped them. These experiences may drive any person, also leaders, to do or say certain things more frequently than other things. These actions or behaviors feel familiar to that person because they have made the person successful in past situations, so these actions or behaviors are repeated in expectation of similar results in present situations too. However, what has made a leader successful in the past may not always be suitable at present. If leaders only focus on the same recipe for success and repeat the actions and behaviors their focus

may appear single sided or unbalanced. That can have a great impact on how their leadership is perceived and how effective they can become in other situations. In fact, their unbalanced leadership can become a limiting factor for their future career, because what brought them to the level where they are right now might not get them where they want to be in the future.



Naturally, if leaders only master one of Its Four Sides® of Leadership, like when they prefer to focus on the direction and the future goals, they will lose the people on the journey.

The leader will miss out on communicating in a way so that the people will follow.

Looking further at this example, the group of people around this leader will only hear talk about things that need to be done. They will think that their leader is only interested in the future, talking about the things that people ought to do, and the goals that are not achieved yet.

The people will start to become confused because in the end, everything appears urgent. As the leader is only talking about the future goals, the team will be confused about the priorities and start to argue about the resources in the organization, they will be frustrated because they are unclear about their responsibilities and they feel they are being left alone with their personal development to perform the tasks well. Eventually they may even decline the leadership because they feel that their leader does not appear to care about their past achievements either.

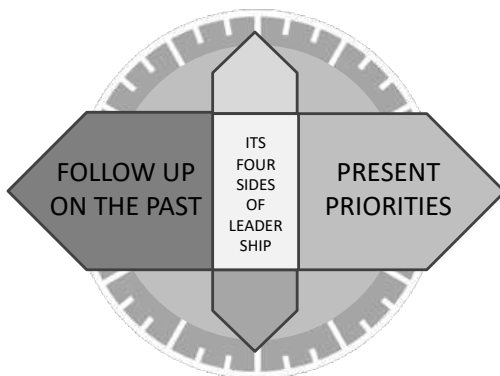
All they can hear is that their leader is focusing on the future, nothing about the present shall be sorted out and nothing about the past is appreciated.

When applying this model of Its Four Sides® of Leadership to the reality you notice that many more different constellations of unbalance can be found. They are all depending on how the different sides of leadership are developed and how the people around the leader perceive his or her leadership.

Let's take another example. Many people have surely met a manager one time who boasted of only being interested in the results. Think about such a situation when all the results and achievements are measured against targets, but the real goals are not really clear and not

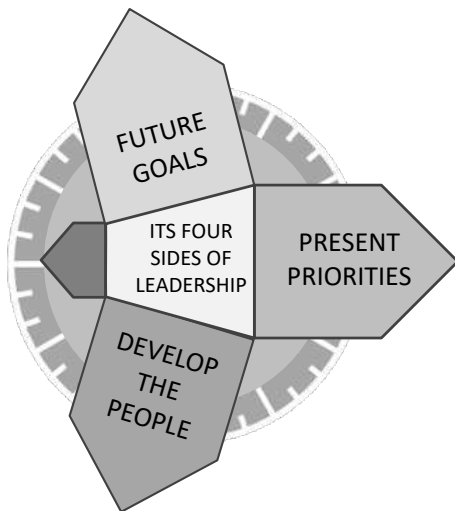
Getting your orientation

agreed upon. There is no clear strategy how to reach them and everyone is fighting for the best resources or use the lack of resources as an excuse for the poor results. People feel they are being left on their own to get things done. How is such a leader perceived by the team?



Imagine another manager that only focuses on two things, deciding on the present organization, taking short-term decisions about the resources and trying to control the results, but at the same time neglecting to communicate the common goals or helping the people to develop themselves. You might call them the micro-manager.

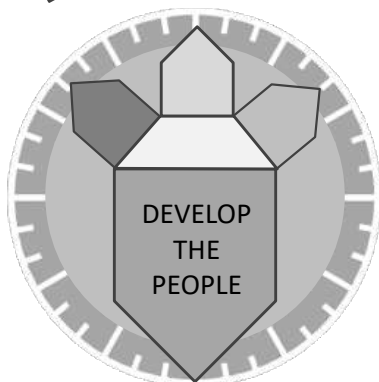
How will the people around them feel, if they don't see the purpose, get little support when they get stuck, and are criticized for poor results?



Take another version of leadership, where the appreciation of the people and their past achievements is underdeveloped. Such a manager thinks that his or her people are appreciated enough by getting a regular salary. Apart from that they have to do extraordinary work to get any kind of recognition by their manager.

This case can easily be related to existing grading in corporate performance management programs. The manager grades everything the people do as being 'according to expectations' or even lets the people simply grade themselves.

There is no further follow up or appreciation around what the people have really been achieving and where the efforts have been made.



Think of this leader who calls himself a people person, somebody who likes to be around and close to people. Somebody who does not really say no, is friendly to everybody and wants to be liked. Do you recognize somebody like that, maybe a leader in your organization even?

I have experienced leaders who are very people focused and are close to the team, helping them whenever and

with whatever possible, but neglecting to give meaning to the tasks or failing to make decisions on the priority of resources when they are needed.

It might be that the people around such a leader feel good for a while, but will such a group of people progress and achieve any goals? What will the effectiveness of the group to live up to the overall expectation of the customers or the organization be?

What type of leader are you? Which side of leadership do you need to develop to become more effective? If you think about your manager, what type of leadership do you need personally?

Getting your orientation

We all expect different kind of leadership and we all have different images about what a leader should be like. This makes leaders prefer a certain type of leadership.

Apart from being tough or soft, rough or smooth, male or female, in the end it comes to communicating what needs to be said.

In the end, every side of Its Four Sides® of Leadership is important; so, don't neglect any of them.

Keep the balance of Its Four Sides® of Leadership to match what the people around you need.

And they need to hear about all four sides, the North, the East, the South and the West.

The four sides of the journey with your team

Right now, you may be in the role of a project manager, a team leader, a head of a department, or a specialist.

In this role you are expected to deliver a certain outcome, like solve a problem, deliver according to a target, create something specific, or deliver according to a specific expectation. This expectation can be delivered short-term or long-term.

Your role can also be of a temporary kind, like a coordinator or a project manager. It can be permanent or formal, like a team leader or a department manager.

All this means that you want to take a group of people on a specific journey where they are able to deliver according to an expectation others have.

And more over, you may even be leading multiple groups of people and projects in parallel. Even that is normal.

In any case, for a certain expectation and a specific group of people, you are the leader.

In this document, there are different exercises and reflections that you can complete while getting started on your journey of leadership. They will help you shape your role as a leader. Let's start with the first exercise here.



Exercise, the four sides of your journey



Choose one of the outcomes or teams that you are leading right now.

Name the outcome or team that you are referring to right now:

Please reflect further on the following questions:

- What is the expected outcome of the work from the team?
- How are you and your team being judged? Who will judge?
- Who is on the team? Is that decided?
- How much time do you have until you reach that outcome?
- How much time, cost and other resources are you and your team expected to consume on this journey until you reach that outcome?


The four sides of the journey with your team

Be clear about the journey you are taking your team on. The better clarity you have, the better you can lead your team to success.

Maybe, you will want to review the map of your journey with your manager.

It may be that your management is unclear about these things, but don't leave your team in the unclear. Take the first step in your leadership and create clarity first.

Who will judge the key deliverables and what will they be judged by:	The expected outcome of our journey is:
The people who are with us on this journey are:	The limitation of resources that we need to respect are:



Your current bearing

This is a good moment to review some of your conclusions.

Now you have a better understanding about your role as a leader. You have also got an idea about Its Four Sides® of Leadership too. This is a good moment to stop and think what is happening to day in your role as a leader.

Where do you believe your current challenges in your leadership are?



What do you find easy to do? Please elaborate and explain.



What do you find harder to do? Please elaborate and explain.



What do you think is the reason for that? Please elaborate and explain.



What would you like to be able to do differently? Please elaborate and explain.

2. Your Position

You were selected to be the leader of this team. Remember, the manager, the organization, who-ever put you into this role had full faith that you are the person to lead your team to success.

Now you have this role and you want to give your best!

Before you got this role, you were perhaps working in a team, maybe you were one of the top performers on that team. Perhaps you had control over your profits, you made plans that ensured that you hit your targets frequently and you had a way to solve problems and find solutions that got you respect from peers and colleagues. It could also have been that you always showed a high level of performance and positivity. All this got you noticed, and people thought you would become a leader soon.

These factors are easily recognized by others, and they are connected to a high level of personal performance. However, do they relate to the performance that is expected from a leader?

What young managers, team leaders and project managers don't notice, is that if they continue with the same behavior like they did before, their teams will consider them to be micro-managing, knowing it all, dictating solutions and not giving the people enough room to work and develop. This is when the motivation of the team declines dramatically, people sign out, or they resign.

What leaders understand is that to be successful in leading a team they have to change their perspective. They have to develop another focus. Their focus is not about being the best in doing the things that the people on the teams are doing. Their focus is more on what the team needs, so that the people on the team can do a better job.

This is where Its Four Sides® of Leadership and the Leader's Success Compass™ gives managers support in finding their perspective. They can see which side they already focus on naturally, and they notice which side they are ignoring. This insight is important, because if they are ignoring a certain side in their leadership, managers will lose out in the communication with certain people on their team. This will have a bad impact on the people's motivation and performance during all phases of the journey.

Such an impact can be critical when the team should be starting up and the manager is concerned about the financial results right at the beginning.

It can have a negative impact on the overall results when individuals want to start to take action before the team has had time to agree how to progress.

It can be devastating for the success of a project if goals are not clear at the beginning and the manager allows team members to change the content of the project during the progress.

It can be frustrating for individuals to be accepted to deliver great work if they feel that they don't have the requirements to do it.

It can be a risk to the success of the whole team if not everybody is on board and contributing whole-heartedly.

At every stage of the journey the leader needs to take a look at the compass and decide, where are we, and what do we need to do next?

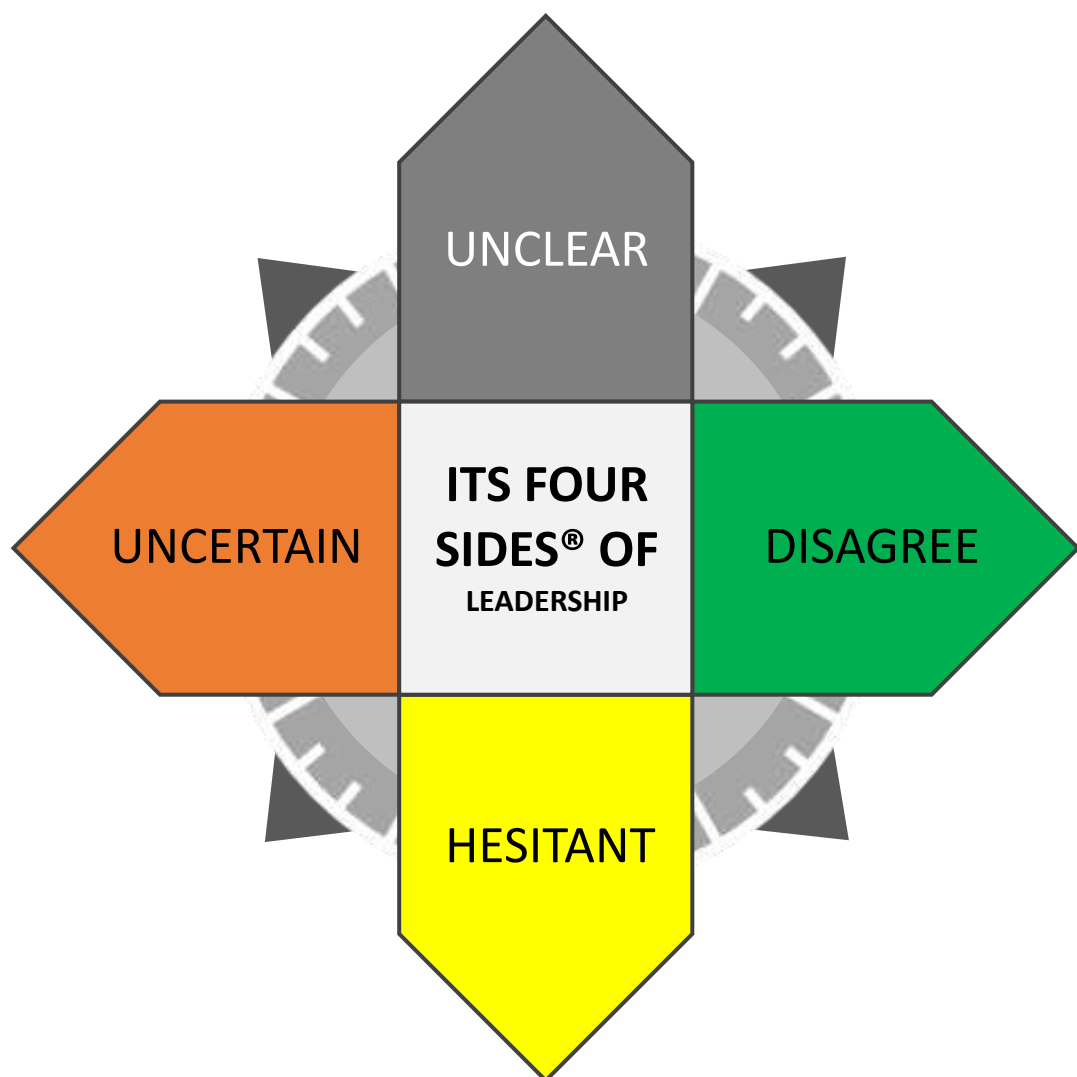
Getting your orientation

Without that orientation, in the end the manager risks that the team is not as successful as they could be.

Leaders realize that their people are different. Specifically, they notice that different things can be unclear for different people, people can disagree about other things, some people may be hesitant while others get started, and others are more uncertain about things.

When leaders can balance their way of communicating so that they lead their teams through all four sides, they improve the focus on what is important, they help the team to be effective in their communication, they increase the motivation of their people, their people improve their performance and all this has a direct impact on the results the people produce.

This is the reason why teams with good leaders can outperform other teams by 50%.



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*Figure 2 Its Four Sides® of your Position.
It's about organizing a group of people to achieve common goals*

Checking your position

At any stage of the journey you will need to check-in with your team to see where they are and understand what needs to be done to move them further.

Managers focus a lot on the tasks that the team is doing. And when they see that there is not enough action, or the tasks don't appear to have the impact they get involved. They get involved in the discussions and the individuals, influencing the team and taking charge. What they don't realize is that their desire to help leads to take charge and taking away the responsibility from the people on the team.

Leaders notice that the people choose their tasks based on the understanding and ability they have. They realize that the discussions the team is having is a sign of where the team is and what they need.

Leaders see behind the scene and listen between the words and ask themselves, why is this happening right now?

What is unclear?

If there is no agreement about the direction, the goal or the deliverables there is unclarity. The lack of clarity is a signal to everyone to share more ideas, make suggestions what could be done and question the things that are important. Not having that agreement leaves the leader open to be challenged at every further stage of the journey. It doesn't give the leader the authority to call the team back to focus onto the original agreement about the goal or direction.

The following four questions can help you check what is unclear

1. In your words, what we are trying to achieve?
2. Why do you think this is important?
3. What do you think is expected to change?
4. How do you think we can know when we have succeeded?

What disagreements are there?

Team members often buy into the goal. They can easily believe that management has taken the right decision and they are loyal to the cause. But then, the disagreements start. While they easily agree to the goal, they disagree about the strategy forward. Everybody has different ideas how to start and how resources should be shared. Many disagreements are summarized with the statement, 'it is great that we all want to achieve the same thing.'

However, until this phase is not completed, the individuals don't have a firm ground to stand on. While they may have a rough idea about their responsibility, they still may be unclear about their authority. Until that disagreement is cleared, they cannot get started.

The following four questions can help you check for disagreements

1. To succeed, what should we prioritize?
2. What do you believe is your contribution or role?
3. What support can you expect?

4. How do you expect to support others?

Why are people hesitant?

People take many choices during the day about which tasks to work on. And only when they choose to start with the tasks related to your journey can you all be successful.

At this stage it should be clear what to do and what is expected. And still things can stall and get delayed.

There are two major reasons why people don't get started at this stage.

The first is distraction. In our current world there is an overflow of information through a multitude of communication channels. It can be hard for people to keep their focus on what is important. And this distraction can be used as an excuse for the real reason for not getting started.

The second real reason is not daring to start. People like to do the things they like because they feel certain how to do them and they can predict the outcome.

Until they don't dare to get started, they are still accepting distractions as an excuse to be too busy with other tasks.

The following four questions can help you check for hesitations

1. How have you planned to get started?
2. What have you understood that you need to get started with?
3. To be successful, what kind of support do you need?
4. What is the first thing that you will get started with?

What are they uncertain about?

To get closer to the goal and have an impact on the journey people have to put in an extra effort. They use their skills and time to contribute to the team. They do this in the expectation to get closer to the goal and close the gap and have an impact on the result.

However, until the outcome is uncertain there are still choices to be made. These choices can be made to delay actions and behaviors where the outcome is uncertain. Instead, people prefer to choose actions and behaviors where they are certain of the outcome. This enforces old habits and limits the change of behavior. Unfortunately, both can be essential in making the required change happen.

The leader creates certainty in the fact that the extra effort in the new actions and behaviors is worth it.

The following four questions can help you detect any uncertainty

1. How do you know that you are progressing?
2. To be successful, what have you done differently?
3. What is the impact from your actions and behaviors that are you looking for?
4. What have you learnt that you'd want to recommend to others on the team?

Getting your orientation



Exercise, Map out your position



Look at every side of Its Four Sides of Leadership

Name a project or journey that your team is on:

Please reflect further on the following questions:

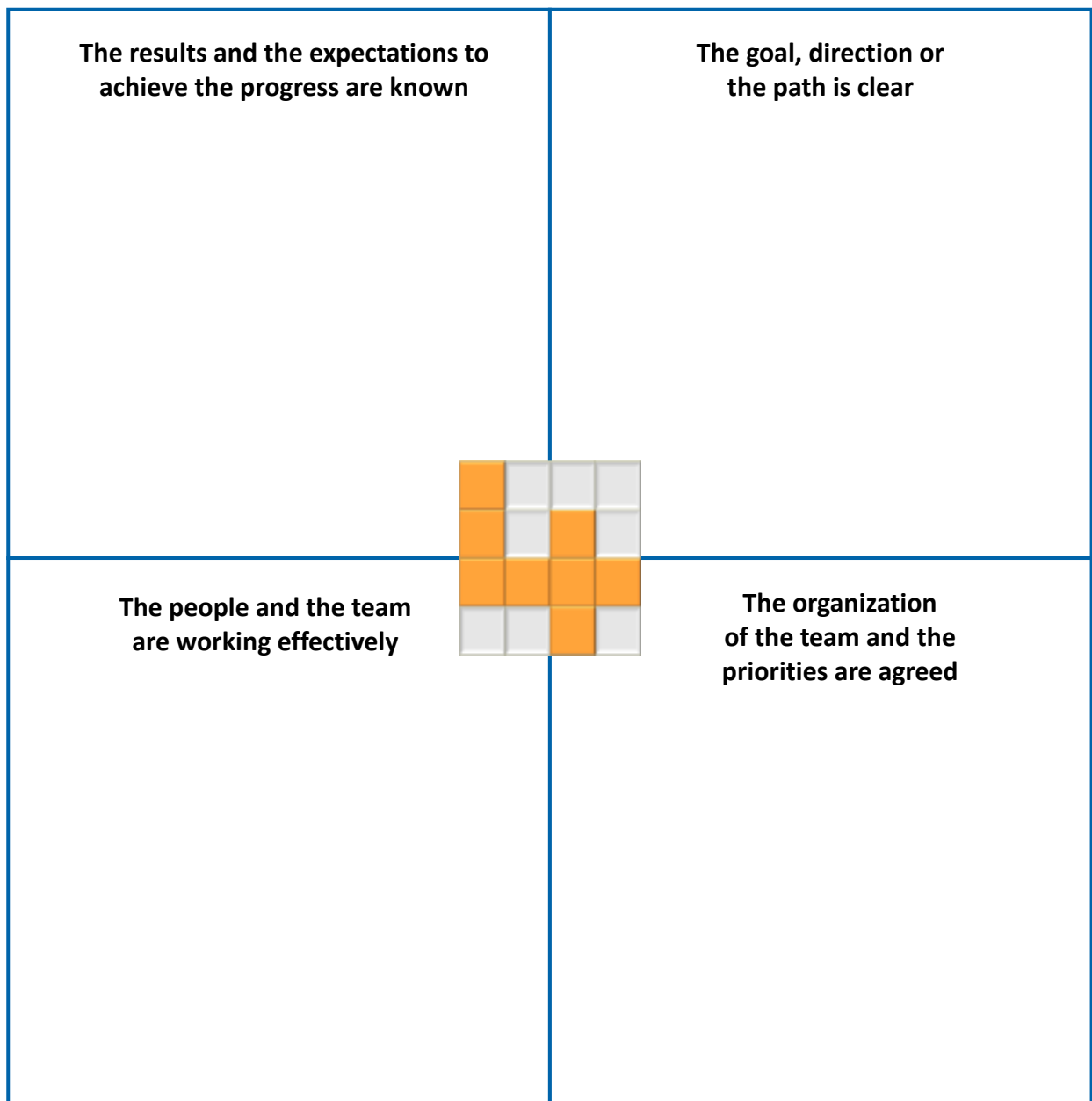
- What is this journey about?
- Thinking about the four sides, in which stage do you think your journey is right now?
- What needs to be done in this stage?
- When do you know that this stage has been completed?

[illegible]

The four stages of their journey

Map Its Four Sides® of Leadership to the four stages of your journey.

To be effective and successful in achieving the expected outcome, a team has to go through all four stages. When leaders are present with their team, they can observe discussions in different projects, endeavors, departments, change projects, or even in individual meetings. They know that ineffective discussions occur at different stages of the journey. So, they notice quickly when a discussion is circling around a certain stage and the team appears stuck. When they recognize the stage that the team is in, they lead the respective discussion so that the team can move on effectively.



Your current position

What are you focusing on naturally, and which of the four sides do you need to develop so that you can expand your leadership further?



Consider the four sides of leadership now. Go ahead and mark your results based on a scale of 0 ... 10.

1. How satisfied are You in your leadership concerning ...

... communicating the common goals and direction with my team (0...10) _____

... organizing the group and setting the priorities (0...10) _____

... developing the people to take action (0...10) _____

... following up on the progress and past achievements (0...10) _____

Where does your team believe you are?



Consider the four sides of leadership now. Go ahead and mark your results based on a scale of 0 ... 10. If you are unsure, you may even ask your team to answer on these questions.

2. If the Coach would interview your people, how do you think they would answer on these questions. How satisfied are We as a team concerning ...

... the communication of the common goals and direction (0...10) _____

... the way the group shares resources and sets priorities (0...10) _____

... our own development to be better at taking action (0...10) _____

... the follow up on our progress and our past achievements (0...10) _____

Don't be worried if you detect a deviation. That is normal. We all focus on different things. We all need different things to feel comfortable, or motivated.



There is no right or wrong. Everybody has their own perception and they also have their own needs.

3. Your Deviation

To lead your team to success you'd want to get the group to achieve common goals. This means, to be successful, you will want to aim for a balanced type of leadership, developing all your four sides equally. The most important and most effective tool that leaders have is communicate to their people in meetings. Especially meetings with several people present at the same time, like the whole team can be very effective, because leaders can communicate to the whole team at once.

However, if these meetings are not run effectively, it can have a negative effect of the team. Poorly managed meetings cost time, confuse the team, frustrates the people, and in the end the performance drops as nothing that needs attention really gets done.

Consequently, running meetings effectively is one of the most important tasks a manager needs to master.

Which meetings are relevant?

You may have had experience that meetings are often scheduled on demand, from one meeting to another, with different participants. Perhaps these ad-hoc meetings often get a lot of attention, and you remember a lot of presentations about problems and discussion about potential solutions. And at the end of the scheduled time a new meeting appointment was agreed, and the discussion seemed to start over again during the next meeting. These types of meetings are often scheduled to solve a specific problem. And until the problem has not been solved, the meetings get scheduled repeatedly.

Perhaps you recall the big all-hands meetings. Meetings with a larger audience, like with the whole organization, a get-together where a lot of information was shared from the stage and there was opportunity to discuss and network with peers and colleagues. During these meetings you typically received high-level information about your organization's strategy and direction, the market and the future about the company.

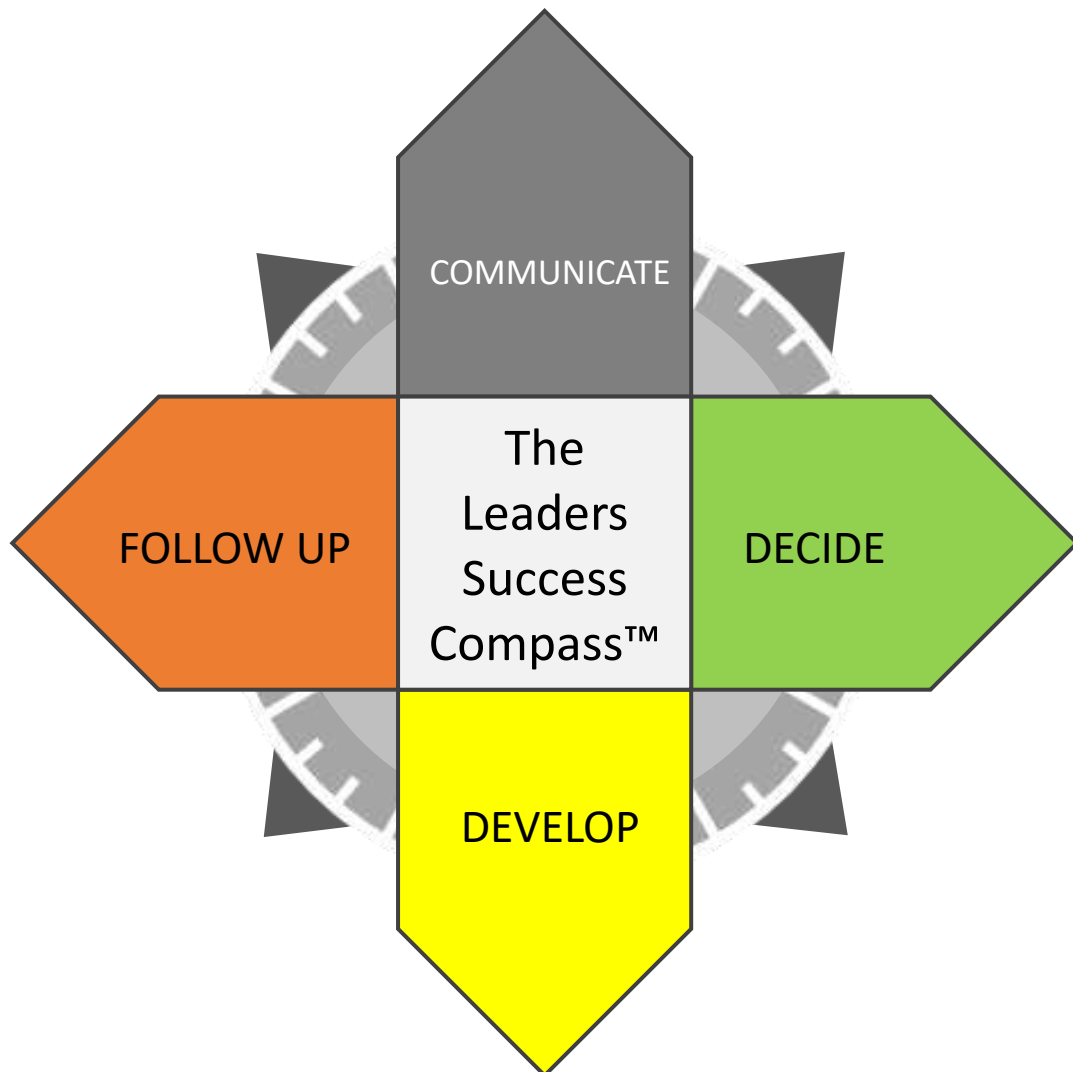
I am sure you also remember individual meetings with your manager, like on an annual basis. This is due to the fact that many organizations have a scheduled annual performance review process. It allows the managers to communicate their perception about their people's performance, which impacts their annual pay increase. Maybe similar meetings were also used to review the targets and justify the bonus payments.

Could it be that you also have had meetings when you and your manager reviewed your actions and progress on your projects? Perhaps these were done individually, or also in a team setting. You had to report what you had been doing, or you had to explain what the automatic report meant and why the numbers were showing what they were showing. Did you feel comfortable during these meetings?

There may have been other meetings where you were invited to have an opinion about something, share your experience, or contribute with your expertise to solve a problem. Then, there are those where you received other information that was relevant to your role, your company's rules, or the business in general. We will ignore those, because most of these are less relevant and have little impact on your team's success.

Getting your orientation

Let's apply Its Four Sides® of Leadership to define the meetings that you need with your team. Let's explore their purpose, frequency and the desired outcome.



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Figure 3 Its Four Sides® of Leadership and the four essential meetings



On SoundCloud: Your Four Essential Meetings

The four essential meetings

You are leading your team, your endeavor, a project or an activity and you want it to meet the expectations that others have on you and your team.

Here we will look at the four meetings that you need to plan for when leading your team to success.

The first meeting, communicating the common direction, the path, or the goal

Maybe you have heard about kick-off meetings. A meeting that gets a team together to get started on a specific journey. The end of this kick-off meeting should be the agreement and the buy-in of the respective team to join the journey.

Unfortunately, many kick-off meetings are considered to be a social gathering for the new year, or after a longer break. They miss the point to get the team engaged in a specific role and they don't have the clear end of the meeting in mind, an agreement to join. But the fun and energy-filled nature of the gathering misleads managers to believe that everyone is on board.

What managers ignore is that when they don't have this agreement in place, they have to put in an extra effort afterwards. They need to put in extra time and energy later during the journey in correcting actions, reminding the people about the original purpose, re-viewing the solutions, and re-adjusting the expectations. They believe that they do what managers are supposed to do, manage the team, and they believe they are doing the right thing.

The second meeting, deciding on the priority of the resources

Perhaps you have heard that an important part of being a manager is having strategy meetings. That is true. Strategy meetings should lead to a specific priority of the resources that can allow the team to be successful.

Quite frequently, these strategy meetings end after the team has listed activities, and this list gets the title strategic activities. Better strategy meetings include a gap analysis, allowing the people to define the gaps that they see ahead while on the journey. And the team suggests activities to close the gaps.

These activities give the manager the illusion that the team knows what is going to be done. They expect the individuals or the sub teams to get started on the most important activities. And they are surprised to discover after a while when no significant activity was started. Then the managers start reminding their people about the important activities. They suddenly find themselves involved in numerous priority discussions instead. They spend a lot of effort in implementing decision meetings about the priority of the actions short term.

What the managers miss is the fact that their strategy failed to deliver the clarity for the whole team and every individual alike. This clarity should give every individual the authority to get started. It should give the team the confidence to know how they can rely on each other and collaborate so they can be successful on this journey.

Getting your orientation

Therefore, with the aim to find clarity, the team still continues to discuss different options to start the journey in the following meetings without getting started.

The third meeting, developing the people to take action in line with the priorities

Have you been part of regular team meetings? Undoubtably, they are important. But how often have you been in such meetings listening to stories of the activities other co-workers have been doing? And how often have these stories have not had any bearing to what you are doing or need to be doing? If you have felt that such meetings were a waste of time and there wasn't a real supporting conversation going on between you and your manager, then you are on the right track for the third meeting.

Manager's believe that when their people know what to do, they also do it. They expect their people to get started and expect them to ask for help when they need help. They ignore the no-doing gap. This means that, even if the people know what to do, and even if others know how to do it, every individual is still trying to figure out for themselves how to do things in the best way.

And even if the people remain unclear what the given tasks was about, it doesn't necessarily mean that they ask for extra explanation or help. Many would rather continue until they have figured things out for themselves.

And until they come to their conclusion, nothing significantly gets done.

Managers miss the opportunity the connect to the individuals immediately after a task has been delegated. They don't give the individuals a chance in a private and confidential setting to ask questions or ask for extra information. They expect that the people ask these delicate questions in public, with all their peers watching. But that hardly happens.

Consequently, many team members don't get the individual coaching and they continue to struggle without any direct support from their manager. This delays the progress of the tasks. It typically goes by undetected by the manager until it is too late. Then the manager feels compelled to put in an extra effort and invest own time to catch up and fix the missed milestone.

The fourth meeting, following up on the progress and the past achievements

Picture yourself in a monthly reporting meeting, what information is being shared? Maybe you see corporate-wide KPI's being colored red/green and you have no relationship to these numbers from your business. It could be that somebody is explaining a certain result that was measured and explaining why it was higher or lower than the expectation, and you are wondering how that result can be influenced in the first place? Possibly you are gazing at trend graphs and that hardly seem to be showing any trend changes at all for a long time.

Business systems these days can measure many parameters, trends and ratios, and managers like to get measurements about their operation. They believe that this gives them data to take decisions on. They follow the management rule, what gets measured, gets done, by Peter Drucker.

Getting your orientation

What managers don't realize is that many measurements don't relate enough to the people's activities. The connection between the actions the people do and the KPIs and results from the operation is too weak. That is why the level of KPIs, and results are often excused in the reporting meeting.

What managers are confused about is the fact that there hardly is a direct cause and effect between their people's actions and behaviors and the results.

That is why the reporting meeting appears to be disconnected from the teams. The only impact the manager can create on the team is a general good or bad feeling around the judgment of the results. But in the end the teams are always left with a feeling of inability to have any kind of control over or impact on the results. And when people feel they don't have any control over a result, they are not willing to put in any effort to change the result. They give up.

Your current deviation

Maybe you are a leader of a group of people, or you have the ambition to become a leader very soon. Perhaps you are going to run a project for three or six months. Or you are a manager and you are leading a team and your period to achieve the common goals is twelve months.

You may be asking yourself; how do I manage the communication with my team?



Leaders have meetings with their team or individuals so that they can lead their team to success.

To be able to lead your team you have number of regular meetings. It may be that you have inherited these meetings from your predecessor or that you have decided on them yourself. In any case, you have these meetings because you want to ensure that your team achieves the common goals.

Which meetings are you having with your team right now?

When do these meetings happen and what do you call these meetings?

Of course, during the meetings there is a lot to talk about. Explain, how these meetings typically go?

What does your team say about your meetings?



Exercise, Your Four Essential Meetings



Look at every side of Its Four Sides of your meetings

Name the project or team are you running:

Please reflect further on the following questions:

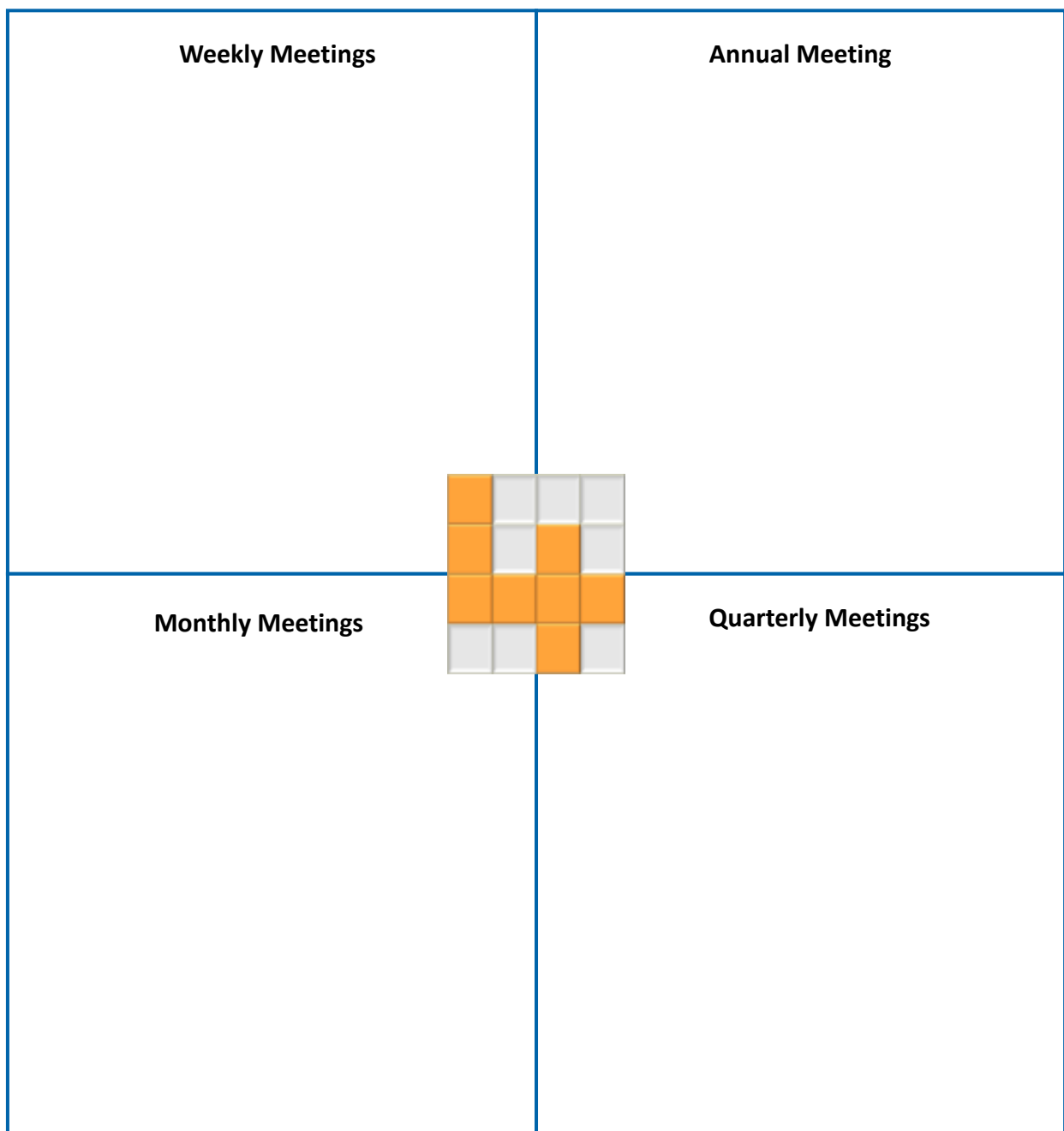
- Which meetings do you need to run regularly? What do you call them?
- When will the meetings take place? Have you scheduled them in advance?
- What is the outcome of every meeting? What do you need to do to reach the outcome?
- What is the agenda of every meeting? Do you have a proven way to run the meetings?
- Who shall be in the meeting? What do they need to have prepared?

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Map your most important team meetings

Map Its Four Sides® of Leadership to Its Four Sides® of your meetings.

Leaders have meetings to communicate with their team. If you want to achieve balance in your leadership, then every side of your leadership needs clearly defined meetings. Define when, how often, and how you need meetings about communicating the future goals, deciding on the present priorities, developing the people's condition, and following up on the past achievements. Define the agenda for each of these meetings.



4. Your Destination

You have started working with this Getting Started Formula.

You got your orientation with an overview of your role as a leader and you see the consequences that unbalanced leadership has on your team's performance.

You have developed a better view of your position realizing where your team is in their discussions and thoughts and what their needs are.

You have noticed your deviation in your daily work from leading your team through the essential meetings your team needs.

In reality, on your journey in leading your team to success, you are somewhere, in the midst of it all. You have not been building your team and their journey from the start up.

You are somewhere, maybe close to a milestone, the next stage in your project, or a sub-delivery on your team's endeavor. You'd want to be clearer about the next destination now.

In addition, you may also have realized, that there could be many things that you'd like to change, improve, stop doing, or perhaps a few that you are doing fine. That is ok. As you cannot change everything at once, you need to make choices. When you actively choose, you increase your focus on 'what' is important and you develop a better idea 'why' that is urgent.

Seeing your next destination

When you look at your team's endeavor, any type of project, or change programs in general you can break them up into four phases.

The idea phase

As the name already says, during the idea phase in general, any ideas should be voiced. The more the better. Maybe you have noticed yourself that the more ideas that are voiced, and the more creative the team is, the better the basis of ideas becomes for your journey. Perhaps you have also detected, that many ideas go far from the original focus and take up space and time in the discussions.

Being effective in this phase means preparing your team to be able to focus on what is relevant. If the team does not focus on what is relevant you will be listening to ideas that people have already been suggestion for a long time, they will be making suggestions how to fix things that are not working, you will recognize bold and costly ideas that are out of reach, and you will note ideas that are relevant and important.

Getting the team to focus on what is relevant lets the people choose the ideas for themselves and their creative work will automatically generate ideas that are more useful for you.

The advantage of this is that you won't need to silence ideas that are not relevant, old or out of range limiting the collaboration with your team before you even get started.

At the end of this phase you all want to be on the same path, facing the same direction, seeing the same challenges and gaps to work on, wanting to start on this journey and reach the next goal.

Don't assume that your own enthusiasm or the positive reactions from some of the people on the team can be interpreted as having their agreement.

Be sure that your manager, your sponsor, the steering committee or the board also agrees to the journey you and your team are prepared to start on.

Getting your orientation

Your next destination is to reach that agreement with your team which journey they are on.

The planning phase

During the planning phase your team will want to make plans how to reach the goal, meet the expectations, or simply reach the next milestone. During the planning phase your team will want to understand everything that they have to influence and create, what has to move and change so that they can reach their next destination together safely.

When you start out on a journey from the beginning, the whole your journey needs to be planned. In reality, the last stages of a journey may still be unclear, or too far away that planning appears to be possible.

In addition, having the overflow of ideas in mind, the challenges of the coming journey and the tasks that need to get started, people are overwhelmed by the planning phase. Everything appears important at once.

This is often a mental obstacle for people, and they start to focus on things that don't exist or want to get started with anything at random, just to get started.

Starting to work on the timeline first, defining important milestones, useful stages or deliverables will give you a significant breakthrough in these discussions. The people can focus to start planning the stage closest to them. They can decide on the plan for this stage only.

The focus on the timeline also allows you to define the following stage at the right moment, when you need to review the plans and do plans for the next stage of the journey.

The anticipation of the next moment of interaction with the whole team and their planning is important. It gives you control over the whole journey and allows you to have trust in your people's ability to do the planning in detail.

At the end of this phase you will want to have clear decisions on the outcome of the first or any following stage, the priorities to focus on, the way you all need to work, and how it will impact the budget, resources and time.

Don't assume that the team's enthusiasm and engagement is an indication that they will figure out the planning by themselves. On the contrary, engaged people who are eager to start, prefer to start without the planning in place, starting without the whole team on board.

Your next destination is an agreed plan so that your team can get on board for the next stage of the journey and get it started together.

The execution phase

In this phase you are in the middle of it. You are in between two stages that you defined in your planning. These stages are marked out by milestones, important deliveries, significant changes, or even technical breakthroughs on either end. Every stage has a start and a defined finish.

Looking closer you could even say, that every stage is like a mini journey for an individual, or

Getting your orientation

a sub-team. This view helps significantly because it gives everyone, including the leader a structure to work with. The structure is obvious, it relates to the four stages.

1. Idea phase, do you know how you will execute your task and what is the relevant outcome?
2. Planning phase, how to you plan your work -together with all the other tasks and responsibilities- so that you reach the outcome in the given time?
3. Execution phase, where are you right now, and what is (not) working?
4. Delivery phase, what have you delivered, was your delivery according to the expectations?

In the execution phase of the journey the leader will want to ensure that the individual's commitment is executed according to the overall planning. This needs to be done without getting involved in the individual's execution. Manager's know this and that is why many managers shy away of being close to their people in this phase, but they risk that delays get detected too late and the team is not effective enough.

Being effective in leading a team in this phase means two things. On one side the leader wants to capture any need for individual support and competence development. And on the other side the leader wants to act on any sign of the need of improvements in the collaboration of the people and coordination of the work.

Don't assume that everything is going smoothly, and people will come up to you and ask for help. Be close to your team and develop them to be better at executing what they need to do.

During this phase of your journey, you want to get confirmation from the individuals that everything is going according to plan. And if something gets delayed or there is an obstacle you can attend to it without any delay.

Your next destination are regular check-ins with your people individually.

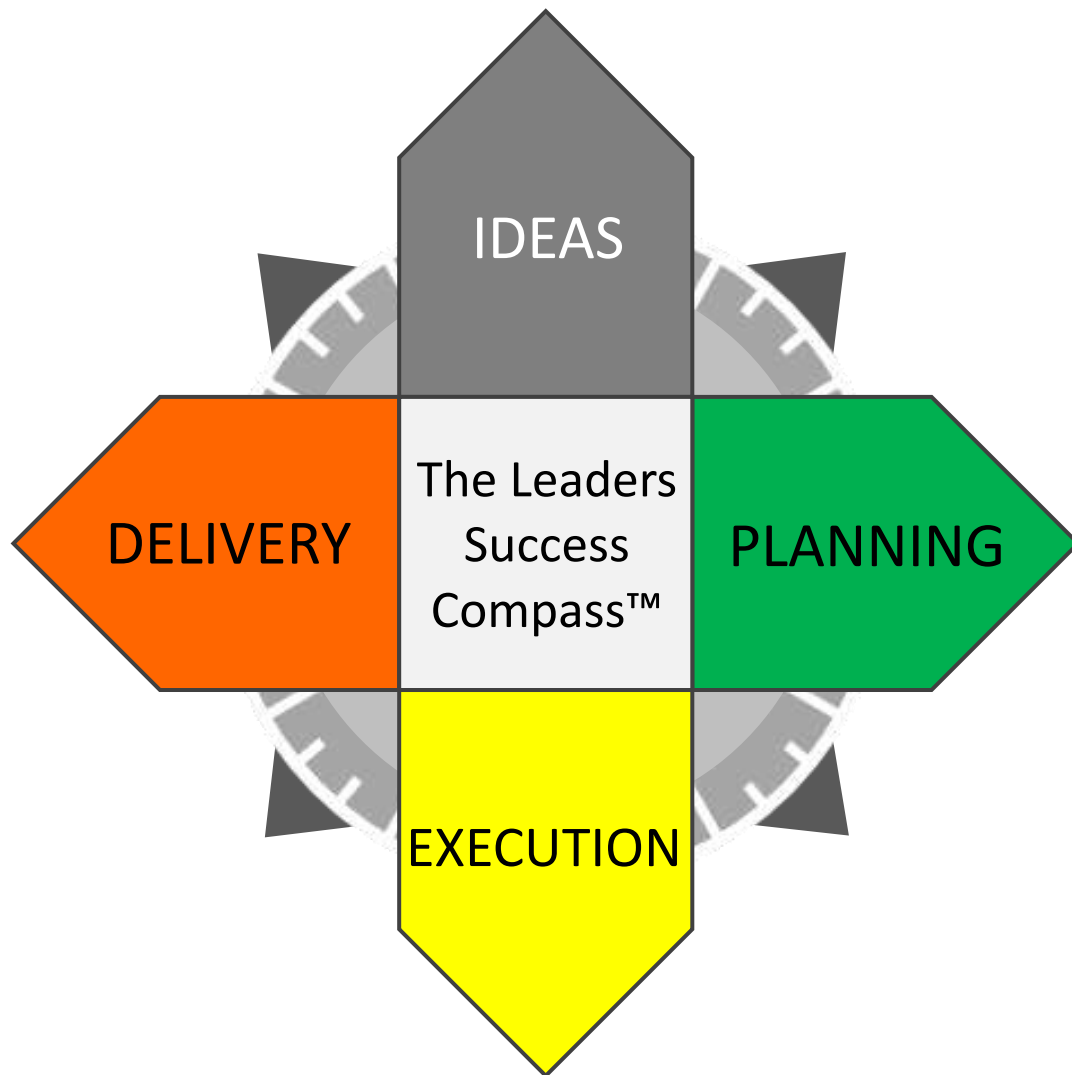
The delivery phase

In the end, it is all about the delivery, the individual's delivery and the team's delivery. It is the sum of all activities that lead to the delivery. It is joint delivery of the team that makes you all progress towards the end of the next stage in your journey.

In this phase of your journey it is easy to list the activities. It is natural to explain or excuse the choices. Often the activities get even more focus than the actual outcome. In the end it is the outcome from the right activities that has impact on the delivery. And the delivery should mark the fact that your team has reached the next stage as it was defined in your planning earlier. And you need to reach the end of the next stage meeting the expectation in time, cost and quality.

During this phase of your journey you want your team members to focus on the progress that they are making and sharing how they have made contribution in relation to the stage you are all in.

Your next destination are regular progress and follow-up meetings with the whole team.



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Figure 4 Its Four Sides® of Leadership and your next destination

Getting your orientation



Exercise, your next destination



Look at every phase of your journey.

Name the project or team AND the phase you believe you are in:

Please reflect further on the following questions:

- Which ideas are being discussed?
- What topics is your team disagreeing about?
- What is not being discussed yet?
- Which activities is your team doing?
- To secure success, which destination do you need to leave behind, and which one do you need to reach?

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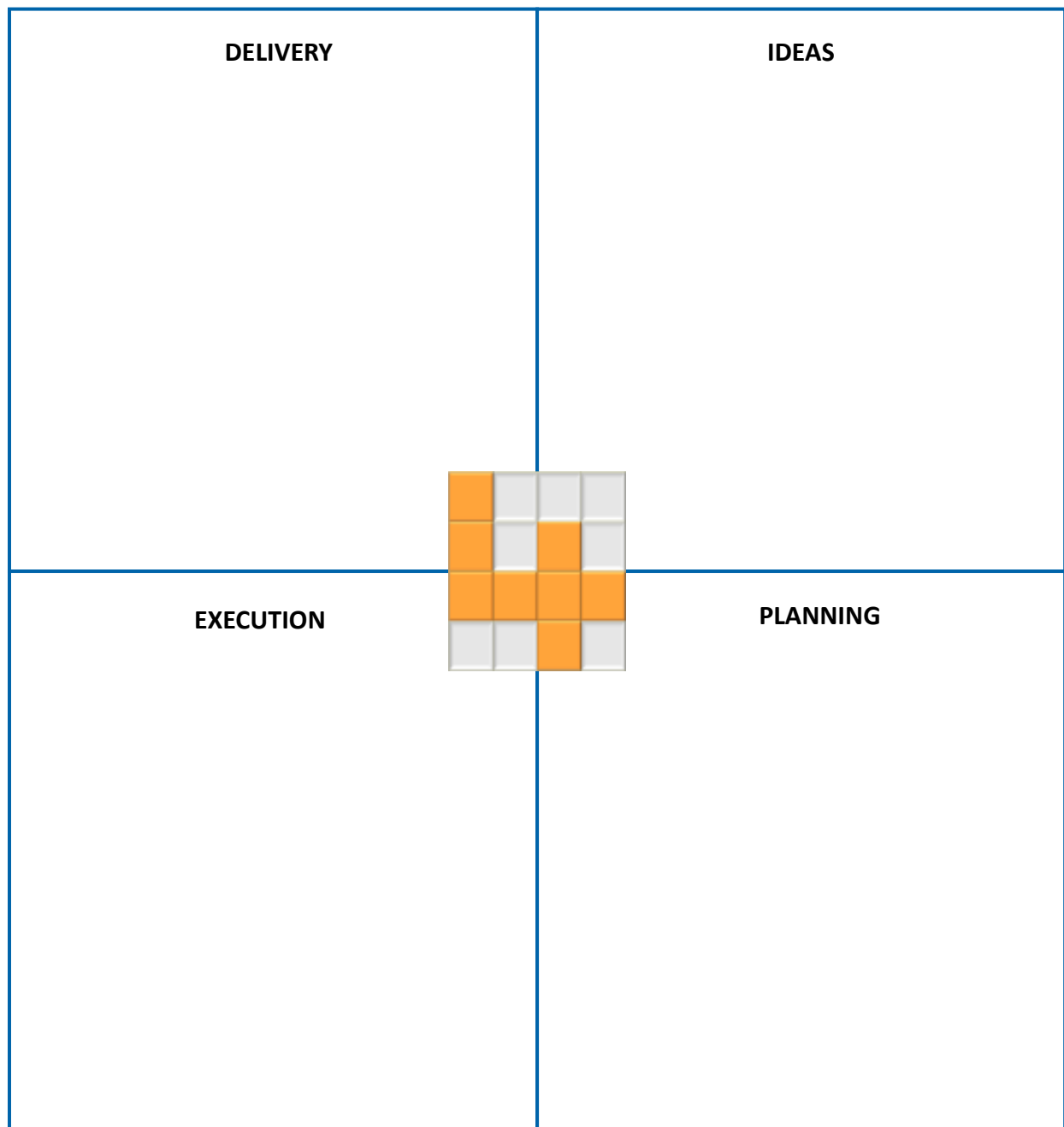
Map out how to reach your next destination

Look at the previous exercise about your next destination. Judge for yourself, if your first estimation of the current phase of your journey is aligned with the answers from the questions below.

If it is aligned, you can say you are heading towards your next destination. If it does not appear aligned, you may need to consider turning around and heading back.

For the success of your journey it may be essential to secure the previous phase first before you continue.

Detail here what you need to do to reach your next destination.



Your next destination

You will want to choose where to start and create a sequence of changes. These changes shall be the plan for your own journey of development.

If you don't make those choices, everything still appears important and it is hard to decide. This means that our mind is confused; and it is jumping between options, racing to find out what is the best option. That is why you need to spend a few moments to see where you are and what the situation is for you right now. Only then can you make choices about the future.



*So that a team can be more successful,
leaders focus on what is important to change and understand why it is urgent.*

Check where your team is on their journey:

- Do you have an agreement with your team about the journey you are on?
- Do you have an agreement with your management about the direction you are heading?
- Do you have an agreement how to measure success?
- Have you broken up your journey into clear stages?
- Do you have a clear view which stage of the journey you are in?
- To reach the next stage of the journey, is it clear to everyone what the deliverables are?
- Have you established individual check-ins?
- Do you have a clear picture about the strengths and challenges of the individuals on the team?
- Do you have a clear picture about the strengths and challenges of the whole team?
- Is your team clear how you will measure the progress in this stage of the journey?
- Do you have a clear picture of those activities that have the biggest impact on the progress?
- Is your team focusing to ensure the needed impact from their actions and behaviors?

Which questions would you want to add to match the journey for your team?

What do you think needs to change?

What is important to change?



Before you start leading others, you need to lead yourself first.



Exercise, make a map of your possible choices

In this exercise, you are leading yourself first.

Start to summarize your findings from the Getting Started Formula so far. Take a closer look and pick the Top 3 items from the following questions:

- Start with your own orientation, what do you focus on most/least?
Choose those items with the biggest gaps and note them below.
- Where do you think your position is, what do you think your team's perception is?
Choose those items with the biggest gaps and note them below.
- Take a look at your potential deviation. Which of the meetings would you want to improve the most? Choose those items with the biggest gaps.
- Take a look at your current destination, where are you, where should you be, and where should you go? Choose those items with the biggest gaps and note them below.

Carry your findings over onto the next table below and complete the table further.

Getting your orientation

What are the Top 3 findings from my Orientation

What are the possible consequences for my team?

What should be different
in the future?

[illegible][illegible][illegible]

Getting your orientation

What are the Top 3 findings from my Position

What are the possible consequences for my team?

What should be different
in the future?

[illegible]

Getting your orientation

What are the Top 3 findings from my Deviation

What are the possible consequences for my team?

What should be different
in the future?

[illegible]

Getting your orientation

What are the Top 3 findings from my next Destination

[illegible]

What are the possible consequences for my team?

[illegible]

What should be different
in the future?

[illegible]

5. Your direction

As an engaged and ambitious leader maybe, you'd like many things to change now. But remember, you can only change what you control.

Understanding what you can control gives you the opportunity to take charge and make changes.

The only thing that you are really in control of is yourself.

- You can choose your actions and the way you behave while executing those actions.
- You can control the attitude in the moment when you make choices about your actions and behaviors.
- You can change your thoughts about a situation so that you can choose another attitude in that situation.
- You can create other beliefs about a situation so that you have other thoughts.
- You can challenge your emotions so that you drive other beliefs.
- You can check your focus, so you have other emotions.



*What you focus on drives your emotions
and your emotions drive your thoughts
and your thoughts drive your beliefs
and your beliefs drive your attitude
and your attitude drives your actions and behavior
and your actions and behavior
drive your results.*

Think about your leadership and how your team is working. Review the conclusions about what is important to change.

Getting your orientation

Priority 1, Name it!

What can you change urgently now?

What effect would you expect on your team and the results when this changes?

What could you do differently to contribute to that change?

What do you need to be able to get started with and make that change for yourself?

What do you expect to see or hear to know that the changes are actually happening?

Getting your orientation

Priority 2, Name it!

What can you change urgently now?

What effect would you expect on your team and the results when this changes?

What could you do differently to contribute to that change?

What do you need to be able to get started and make that change for yourself?

What do you expect to see or hear to know that the changes are actually happening?

Getting your orientation

Priority 3, Name it!

What can you change urgently now?

What effect would you expect on your team and the results when this changes?

What could you do differently to contribute to that change?

What do you need to be able to get started and make that change for yourself?

What do you expect to see or hear to know that the changes are actually happening?

6. Getting Started

Now you have an idea where you are and where you are heading.

You know the key orientation points of the Leader's Success Compass™, you have an idea which side you focus on most and which side you need to focus on more.

You have mapped out your meetings and you have a clear a structure which meetings to run.

Now it is time to set out and get started. This includes, doing things differently from before.

Doing things differently, however, requires a little extra planning, which you have done, and some different actions.

Always bear in mind that it will take an extra effort to get started, breaking old habits and practicing extra until you can do what you want to do easily.

In addition, doing things differently also raises some questions from your peers and team around you.

Communicating the changes

Instead of making bold claims about what you plan to change, simply communicate continuously and be clear and determined in what you have in mind.

Let's take a detailed look at the tool to communicate better and clearer.

Communication in teams

Now that you have started your journey you will want to start to communicate your choices and opinions more clearly.

This way, your team can get a better understanding about you, your ideas, your intentions and your values. This added transparency will make it easier for them to follow your ideas.

Let's take a look how communication typically goes.

Here is an excerpt from my book, *Speaking the Language of Leadership*. This is how readers of the Journey would experience a situation from the Management Team of a company called DigiC. In this journey good managers became great leaders and lead their team to be nearly 50% productive.

In this particular situation, you may even recognize similarities to how discussions go in your team:

Filippa, the Accounting Director at DigiC switch the presentation off, "So, this wraps up my presentation about our new project control tool," she said closing the lid of her laptop and unplugging it.

She looked round the table into the faces of her peers, the Management Team of DigiC.

'Will they appreciate the extra work I put into the idea?' she wondered to herself.

'Will they see the impact this would have on their need to control their project cost?'

Getting Started

The Production Manager Carl Grön was sitting at the table with his arms crossed. He had been shaking his head during the presentation. He was the first to speak, as always.

“I don’t get it. It’s way too complicated.”

Filippa rolled her eyes at Carl. She made a move to say something.

Before she could answer anything, she heard somebody else speak up.

“Neither do I,” David Svart added quickly. David, the R&D Manager and Carl, the Production Manager always had something to criticize about her ideas, it seemed. Those two never had anything positive to say about her work.

“But, it is all there,” Filippa insisted, “you just have to get into it and you will see how it will help us to stay more in control of our project costs.”

“But it’s all too long for anyone to understand. They won’t get it. Do we need all that?”

“Yeah, it has to be much shorter! Cost control is ok, but the control of the project, they won’t understand. I was lost on the gates,” Carl chuckled and David nodded with a grin.

Filippa looked hurt. “Of course, they will get it. I am sure,” she insisted quietly.

Markus, the MD of DigiC was looking at the back and forth between his management team. ‘Here we go again,’ he thought to himself. I have seen this game before and this match can take a couple of sets before somebody gets frustrated and gives up or they hurt themselves.

He remembered that the Coach had explained a general tool how to bring across a message that is clear to the people. He thought he’d give it a try.

“I have noticed that when we miss deadlines in our projects the cost typically follows and we don’t keep our budget either. That is frustrating to me and I believe this is an important issue for us if we want to minimize the variations in our projects both in time and cost. This is the only way we can improve and become better at keeping our promises to the Group. This means, that if we start to get in control of our projects we can get back in control of our commitments.”

This is a situation that you may recognize from discussions you have been part of. Situations like these and many others are the way the book, *Speaking the Language of Leadership* is written.

This book is based on a true story and it has captured many more true situations that you can relate to from your organization. The story is about the journey of a group of good managers and how they increased the efficiency of their company called DigiC by nearly 50%. As these managers started out their journey, they had the ambition to become better leaders to support their strategic direction. The perspective of this story, however, is on the journey the managers themselves went through to become great leaders. As an author of the book I changed the names of the people involved and the location to protect their identities. The book is available on Amazon as paperback, Kindle book, or Audible audiobook.

What is really happening

Let's take a look at the situation more. Carl and David were communicating their emotional conclusion first. Filippa had no way of understanding how they came to that conclusion altogether. Which means she reacted to the emotional attack with an emotional counter-attack.

Markus in return, applied a different structure in his words. He applied a tool that allows to create a logical sequence so that other people can understand his point more clearly.

In his way of speaking he put the facts first, then he shares his feelings towards the issue and explains the consequence he sees. Then he summarizes what he said one more time, inviting others to join his opinion.

This sequence considers a certain logic and it builds clarity in the argumentation which makes it easier for the brain grasp what is being said. It is simple and repeatable.

However, most of the time, when people have a discussion, they share an opinion, they start with their conclusion, like their point of disagreement. And then the other person immediately dis-agrees with that disagreement and replies with 'no' or 'but' or blankly 'I disagree' or 'that's not true. If you haven't noticed, you will now. We are all guilty of it.

Imagine you are with your team in a meeting and somebody makes a statement. At the moment that you utter the introductory words as above, it is a clear signal for the other person that you disagree to their previous statement. Do you think that under those circumstances the other person will listen attentively to your counterstatement? Hardly, there are in emotional overwhelm and will immediately try to think about reasons to underpin their previous statement. Whatever you say, will be returned with a 'but' again and the emotional war of right or wrong has started. This can easily last 10 minutes of emotional back and forth disguised by a cover up of facts while the remainder of your team is watching.

The tool for communicating a message, the FACTs Tool

To make things simple and repeatable we need a tool, as sequences of sentences that could be used to make it easier for at least one partner to express themselves more clearly. This will make the conversation shorter, more efficient. Here is a tool that helps you to cover all four sides of a message, the Facts you refer to, your Attitude about this, your Conclusion and a Take Away.

It will allow you to keep the other person's attention, letting them listen to you until you have made your point clear at the end, like listening to a story.

I call this tool Its Four Sides® of a Message, or the FACTs of a Message. In this case, a message a synonym for making a point, explaining something, or explaining your conclusion or sharing an important piece of information.

The Facts

First of all, when we listen to a story, our mind picks up on the facts and starts creating images based on our own memory. That defines that the first side of Its Four Sides® of a Message, the Facts. The facts determine what this message is about, when and where it took place and who was involved so that the people get an idea what this is about.

Getting Started

The facts typically start with a date, a place or a time and continues about things the storyteller experienced, 'I saw, I did, I said, I heard'. If you don't share the facts the listener is stuck with the question and wondering 'what is this about?' and they cannot listen.

In this case with your team member it would be best to start with the facts of the point you are discussion where you have a different opinion. Establishing a common base around the facts that need to be considered and interpreted will build the first base for an agreement between you two.

The Attitude

Every message, communication or story is driven by an attitude or feeling that you have about this story or the reason why you are telling it. Revealing an insight on your attitude gives the listeners an idea what this story and especially the fact behind it mean to you, why it is important to talk about it. It also gives you the opportunity to connect to your own feelings developing more pathos in the story, rather than just delivering the facts alone. Delivering the second side of the tool of Its Four Sides® of a Message, the Attitude, makes the message more interesting and real to listen to.

It also gives your team members an opportunity to understand how you judge, value and prioritize things.

This section is normally expressed in the first person singular, 'I felt, I thought, I realized, this means to me..., because...'.

Not revealing any of your own attitude or feelings about an issue leaves the listeners making assumptions and applying their own feelings and judgment. This will change the actual meaning of the facts you are presenting.

The Conclusions or Consequences for the team

In a message, and a message is always communicated with an intention to change something, there are always consequences that you have drawn based on your beliefs, values and judgment. These are the basics of your intention of sharing this message and making your point in the first place. Using a bridge phrase like 'this meant to me, or this means to you, or this resulted in' allows you to draw consequences, conclusions and thoughts that belong to the third side of the tool of Its Four Sides® of a Message, the Consequences.

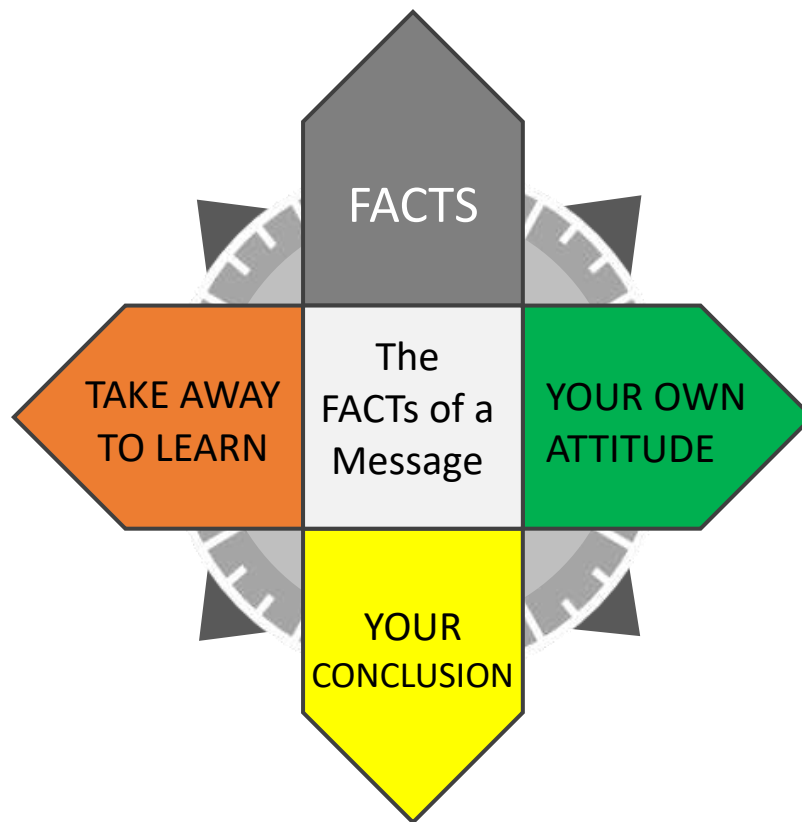
However, if you keep the consequences or the conclusions hidden conclusions, the listeners are free to make their own. In this case these conclusions are not necessarily the same and they will therefore lead to a misunderstanding what your intention was with this message in the first place.

The Take-Away

Finally, you have passed a message to the listeners. To make sure that your message is closed and the message reaches the listeners you would want to use the fourth side of the tool of Its Four Sides® of a Message, the Take Away. A short summary ensures that the listener hears your core point of the message one more time. It helps if you think in phrases like 'if ... then' giving the listeners the condensed version of your message, or a summary of your expectations.

Getting Started

If the listeners have not been paying full attention or they had other things in their mind early during your message, this side gives you the last chance to pass the main message one more time.



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Figure 5 Its Four Sides® of a Message



On SoundCloud: Learn more about the Its Four Sides of a Message™

Example of the FACTs of a Message

F- When I learned the structure of Speaking the Language of Leadership...

A- It felt like it was important to re-learn the sequence of saying things...

C- This resulted in speaking in fewer sentences that had a better logic...

T- If you learn the structure of Its Four Sides of Leadership then you will be able to be more effective in your communication with your team.




*Training Video: Its Four Sides of a Message
(CLICK ON THE IMAGE TO START)*

Consider a point you'd like to make:

- What are the facts your people need to know to relate to this message?
- How do you feel about this situation, what is your attitude towards this issue?
- What are your conclusions or the consequences for your team or business?
- What could be a super summary for other people to take away

[illegible]

4) Take Away	1) Facts
3) Conclusions	2) Attitude



Continue safely

You have an idea where you are and where you are heading. It is time to set out and get started. This also includes, doing things differently from before.

Find the time to do the right thing

Many managers find themselves overwhelmed with the amount of work that they are faced with. This amount of work can be so much that they don't even see a way how to get everything done. In trying to cope with the overwhelm of work it is common that managers push back on their personal needs, the needs of the family, or even the needs for personal health and physical exercise.

You, on the other hand have decided to change the balance. That is why you'd want to take an extra look at your work. In general, your work is about what you do, how to do it, and when you do it.

You have decided that you want to do things differently. Always bear in mind that doing this differently will take an extra effort. It is about getting started, breaking old habits, or practicing extra until you can do something better requires what you want to do easily.

In addition, doing things differently also raises some questions from your peers and team around you. Instead of making bold claims, you can continuously and in a subtle way do the changes you need and stay on track with what you started.

Four questions to coach yourself

To be able to do things differently you'd want to have extra time. This is the main block for people. They say, I don't have the time for that. If you had the time, you'd also want to develop a certain level of consciousness about what you do and how you do things. This would avoid you to do things by habit.

To be able to create extra time and increase that consciousness I suggest this small check-routine. This check-routine is a coaching question you ask yourself. The answers will both give you time to prepare for what you need to do differently and the answers give you a choice of what you need to do.

This check-routine consists of the same question you ask yourself four times. Ask it to yourself when you start a new task.

Why am I doing this right now?

Why? When you decide to do something, it is because you feel compelled to do it. You feel that must do it. But what is driving you to come to that conclusion? What thoughts do you have? What do you believe would happen if you didn't do it?



Just because it feels right to do, doesn't mean that you need to do it

People believe that our mind has developed to adapt itself to our environment. In fact, our mind has not developed much over the last fifty thousand years. This means that our mind

Getting Started

still reacts to potential threats in a same way as it did before, trying to keep us safe in the cave when things appeared to be dangerous outside. Today, our environment is less threatening, it is physically not so dangerous to us anymore, as it was fifty thousand years ago. However, our mind is still working in the same way. It prefers to make us believe that it is dangerous to do things differently, try out new ways, go to new places, and behave out of the norm.

Instead, leaders think twice and consider what would happen if they succeeded with the things even if they have to do what doesn't feel right at the moment. They find that the activities that they tend to do out of the fear of making a mistake have the least value for their business.

When the things appear awkward, difficult, new, scary, exciting, unclear, where the outcome is not certain, then this is way you may just need to get started on. These are the things that will create most value for yourself or for the team!

Why am I doing this right now?

Me? Why do I need to do it? There are many tasks that need to be done, but are you the only one to be able to do it? Maybe, you are the one who can do it in the best way and in the shortest time. But does that put you into the position of being the only one who can do it? And remember, when you do it, you cannot do anything else, right?



If you are still the best at doing things, you haven't started leading your team

Managers like to hire competent people to their teams. And they'd rather replace people who are not as competent. At the same time, many managers find themselves stuck with a team while the challenges from the environment change and grow. In this case they feel obliged to take on the most challenging tasks themselves. They do it in the belief that they are securing the most important results for the team.

Instead, leaders see that it as their role to develop the competence and the performance of their team. They encourage their team to meet the changes of the environment continuously. As a consequence, leaders are constantly challenging their people with tasks that allow them to change and grow. During these challenges they coach the individual team members. Their coaching focuses on increasing their people's awareness of what is needed to be successful on this job.

Which challenge can you delegate that will allow somebody on your team to learn and grow?

Why am I doing this right now?

This? Is this the most important thing right now? Remember, leadership is about getting a group of people to achieve common goals. This means that as a leader of your team you have a choice.

Either you can spend your time helping your team with the work that needs to be done right now, or you spend your time helping the team members in becoming more effective in what they do.



Leaders work on the process, not in the process

Getting Started

Many managers believe that their people are motivated to solve the problems and deal with all the issues that they come up against. They expect their people to overcome organizational challenges. They hope that their people negotiate solutions when conflicting goals and bonus agreements cause structural misalignment between the different team and departments. They miss that their people like to work with their peers and co-workers in harmony. They forget that addressing personal conflicts caused by business priorities is nothing that they have been trained on.

This is especially the case when processes don't work. This shows in delayed quality or delivery from other departments that cause an extra work for some individuals.

Then managers often get involved in the details of what the team members are doing. In their aim to help they start to take over the work from their team.

Instead, leaders have a clear view that their team is part of a larger operation. As there are many people involved and different interests in play, they accept that this larger operation does not work perfectly.

They also see that their own team has to contribute and create value in this chain. This value chain is built around a defined number of steps for their team. These steps are required to be completed so that the team can maximize their value contribution.

That is why leaders are more concerned in how the team is working. It allows them to judge if the team's way of working can be optimized.

Leaders are always concerned in maximizing the value contribution of their team. They do this from two perspectives. They fine-tune the steps the team is taking on one side. On the other side, they also aim to find an optimized balance between the team's own contribution and the synchronized collaboration with others in the overall value chain.

Where is your team in-effective? Which step of the process need attention and improving?

Why am I doing this right now?

Right now? Have you noticed how the time of day can have an impact on the results of your work? Are you good at working on big ideas in the morning? Do you have the same level of energy to work on things after lunch? When do you do really important work? In the evening? But are you effective then?



What appears urgent always gets done

In life, there are many deadlines that need to be met. There are deadlines to hand in a thesis, the tax report, the customer tender, or the project presentation. Deadlines are great because they change the people's perception of things. The things become urgent. And the sense of urgency gets things done in time.

That sense of urgency is triggered by a basic fear that all social beings have. It is the fear of missing out. You don't want to be expelled from a group, make a mistake, break the rules, or not be good enough to join or be rewarded.

But what happens with the things that are important? Researching the web on the key topics of the thesis, collecting the receipts and papers for your tax report, calculating the cost basis and the risk analysis for the customer tender, or talking to the team about their progress and achievements prior to the project presentation? Too often, managers feel that they are driven by the urgency of their business. They put off the strategic things, the things that are

Getting Started

important for their team and their business until the last moment.

They believe that if they block their day -like on a Friday afternoon- just before the deadline when the task is due. They believe that they are most effective with their time this way. But often that Friday afternoon gets sacrificed for other urgent matters and reschedule to a Sunday morning.

Managers also expect that they can get things done in one sitting and have the feeling of completion and success at the end.

What they miss is the fact that many tasks need preparation, like involvement of others from the team. They may need specific data, maybe a strategic analysis from the team, or tools for creative thinking to create breakthrough. Only a well-prepared task has the depth to have an impact that is needed.

Instead, leaders learn that strategic thinking time is an essential part of the problem-solving or business-development process. They understand that they need to reserve time continuously for their strategic work. To ensure that this time exists, they accept that a problem cannot be solved in one sitting. They value the time spent on strategic work more than the outcome of the time itself.

This way they can accept to schedule regular and shorter time slots. They plan their day starting with an hour of strategic work first thing in the morning. They discover, that these regular time slots help them to work on the important issues in advance. This gives them a feeling of progress on the strategic issues too. That reduces their level of anxiety, giving them the feeling of being in control of their agenda again.

When is your best time in the day to reserve regularly and start with your strategic work?

Make your habits stick

Are we really in control of all our actions? Or are we a victim of our habits?

We all have habits. Habits are a common and repetitive practice that doesn't require a lot of thought. Habits have a trigger point for a specific behavior in a specific situation. This behavior is executed in the expectation of a specific reward. This reward is mental or physical.

As an example, after a heated debate in a meeting the team can feel triggered to have an escape from the debate. They demand a break. During the break people can desire a hot drink, like coffee. In the past, it was a smoke. Both behaviors relax and take the tension in the upper body through breathing or inner warmth.

When managers look at the practices of their team, they can often conclude that there are many habits that the team has. Some habits are beneficial to the outcome of the team and others are less productive.

The method for making your habits stick, the GLUE method

It could be that managers can describe the habits and point them out, but what really makes the difference is if the leader can have a method to help the individuals to change their habits. If they cannot help their people to break habits, the people will struggle to introduce changes. The changes to new behaviors may be slower or not possible, risking achieving the goal altogether.

Here are four steps to make habits stick, and to make something stick, you need glue.

Getting Started

Get started

Plans fail because they never get started in the first place because we believe there won't be any results, it will be hard to make any progress, or the goal is too far away. Get started simply by reserving time! Plan when you want to start and if it has to be, plan the time daily so that you can work on preparing, practicing and putting it into action.

During a day we have different levels of performance. Planning the most important or difficult tasks when your energy and ability levels are high increase our chances of progress and success. Use your resources wisely so they match your tasks.

Laugh at your old beliefs

Whenever we discuss new ideas or get started on new tasks we struggle with our mind, telling us and others why this is hard, impossible, or not a good idea. Remember, our mind is only trying to keep us safe, but in this case, our mind is wrong. It is not going to help us because it is only repeating past and unsuccessful thoughts.

As a leader you will want to recognize their existence, acknowledge them and address those beliefs immediately. Replace them with another belief.

Undo old habits

Everyone knows that a new task requires a new routine until the result comes easy or perfectly. Repeating this routine requires effort, practice and a reward.

The old habit, however, is triggered in a certain situation by the anticipation of a specific reward. This means that if the old trigger exists you will fall back old habits. To avoid falling back into the old habit you can avoid the situation or reframe the expected reward.

Earn your new reward

If it cannot get measured it doesn't get done (Peter Drucker). If you cannot measure it, you cannot see it and what you cannot see you will lose interest in. Measuring the progress means measuring how fast you are closing the gap to your final goal, that is where the motivation is! And with every progress there should be a reward. You choose!



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Figure 6 This is the GLUE method for Its Four Sides of making a habit stick. It's about Getting Started, Laughing at your old thoughts, Undoing the old habits, and Earning your reward.



[On SoundCloud: Learn more about how to make your habits stick](#)



Exercise, GLUE your habits



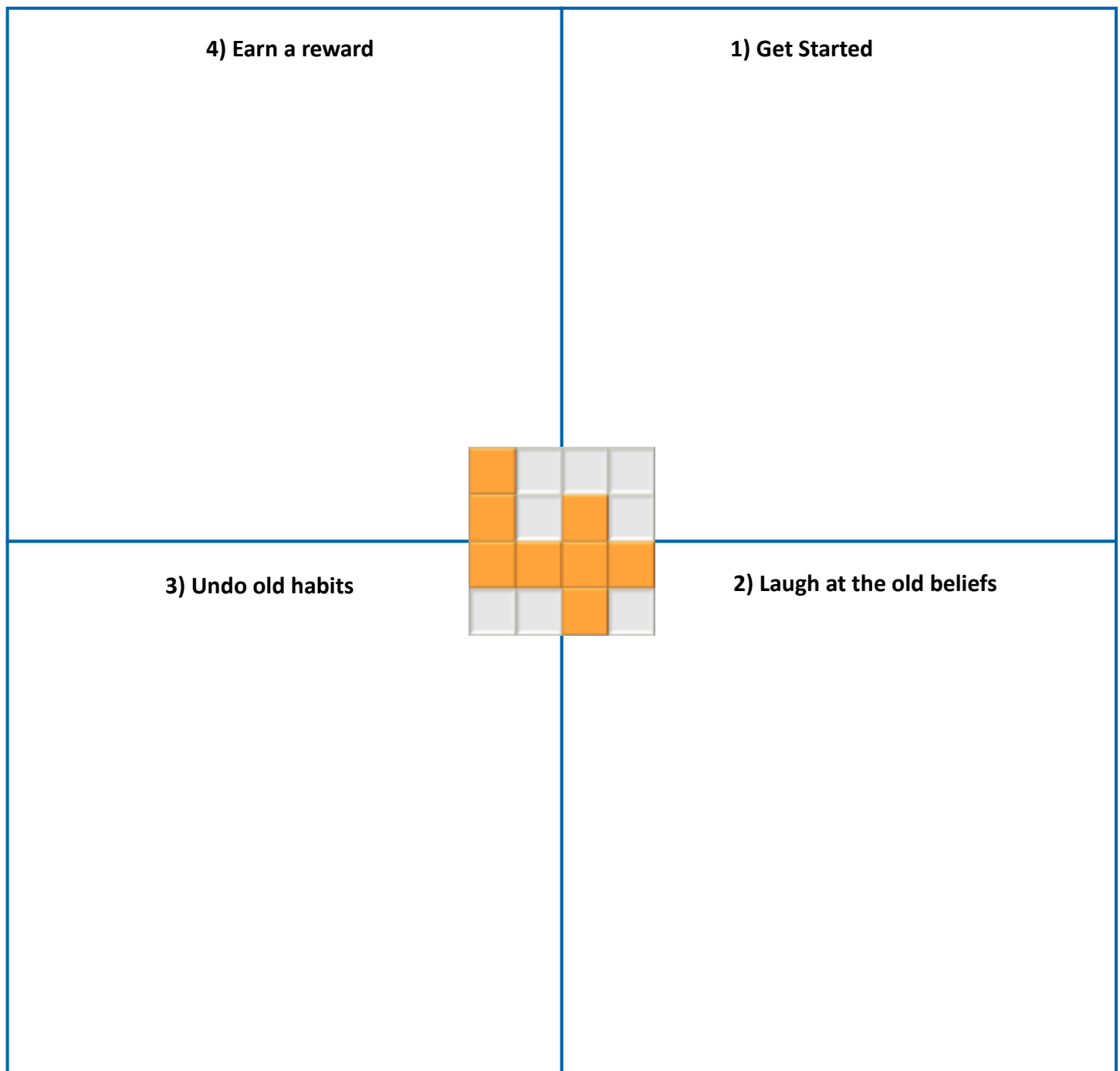
Look at every side of Its Four Sides of GLUEing your habits

Consider a habit that you'd like to master:

Please reflect further on the following questions:

- What is your best time of the day to work with something challenging? At what time of the day do you have the highest level of will power to see something through?
- What thoughts are holding you back? What could you say to yourself instead?
- What triggered the old habit? Can you avoid that trigger point? What was the old reward? How would you like to reframe that old reward?
- What should the reward be?
- How can you make it visible?

[illegible]



7. Your journey ahead

You just started your journey with this Getting Started Formula.

When you are just starting out on a journey, you have got a rough sense of direction and you've started to gather a little speed. Now you are wondering, where the next turn is and which direction you need to turn. Perhaps you are even wondering when you will reach your destination, and be that leader who is really leading the team to success?

Where is this journey heading?

Imagine your team fully engaged.

This means they know the goal and understand what has to change; they see the importance and why things have to change too. You have agreed with them how you are going to know when you all have done a great job.

You've helped the team to have plan how they want to achieve the goal and you review that plan regularly with them. Everyone knows what role they have to play. This applies even to you, their leader, you know your specific role and you let everyone else have space to play their role. You all know what resources are available and how they are going to be shared.

You have a good idea what will be easy and what will be harder.

The team members are committed to do what they need to do, and you have regular contact with them. You have a common view of what they find harder to do and what support they need to make that go easier for them. You're even working on improvements to develop your team's abilities.

In every moment the team has a good feeling about their actions, they know how their efforts contribute to the results of the team, and they share experiences and support each other to be even better.

At the end of day, even if the results are not there yet, you have full confidence that your team is doing the right things and that if they continue to do what they are doing you will all be successful, you will reach your goal.

And above all, this appears easy and fun to do and people can see it.

Is this the journey that you want to take?

Then, this is a good moment to see what else you can do to increase the speed of your journey. So, what is next?

Let's map out the journey for you.

The Master Map to Its Four Sides® of your Leadership

You have an idea where you are and what you could do. You have an idea of your strong sides of leadership and those sides that you need to focus on more. You know what can happen, if your success compass is out of balance.

You have an idea about the four meetings you are running with your team.

Let's get some orientation for your continued journey.

The Getting Started Formula

Before you embark and get busy with activities, spend a moment and understand where you currently are in detail.

Check the Getting Started Formula.

This formula gives you opportunities to stop and reflect where you are at a deeper level.

It will help you define exactly where you are right now.

Furthermore, you will be able to take the first decisions and plan what to do next.

It will start you off in the right direction.

The formula includes exercises to map out your Leader's Success Compass. There are templates, agendas and protocols for your key meetings, a planner for your first changes, and tools that will help you make your first changes stick.

The Getting Started Formula will get you started with a plan for your journey in mastering Its Four Sides® of Leadership.

The completed exercises from the Getting Started Formula are the basis for a Strategy Session with your coach.

The Journey, Speaking the Language of Leadership

Managers like to achieve goals more than anything else. However, in their ambition to achieve goals they tend to take shortcuts. They would rather have the people follow their suggestions and have them do as they are told. But too often the results don't turn out the way the managers want them to be.

If managers want to have different results the next time they have to start to do things differently. It is not the large investment or the bold restructuring that made the difference here, but numerous small changes in behavior and communication. This is what changed the results at the company DigiC. All was done without investments or organizational changes.

Instead the company worked with cultural changes, bringing the people to be organized, focusing on the common goals and enjoying their achievements. This made this company increase their turnover by nearly 50% in two years.

Is this an illusion?

Based on a true story, Speaking the Language of Leadership shows the impact of communication on people in organizations.

The managers at DigiC developed their ability to use their language skills to express and communicate more deeply in different situations. Through the numerous events the reader can follow the Coach and the managers at this company and see how they learned to understand each other and others. This change turned the managers into strong leaders. They changed and grew nearly 50% in two years!

Based on real people that had true challenges, this book illustrates in daily business how situations develop and how they changed. It gives the reader insight about how the leader used their communication skills to give situations a positive turn.

Bonus material

The theory of Its Four Sides® of Leadership offers a clear structure that gives the reader orientation and suggestions to enhance their own language to become more effective leaders.

Just try it; it works.

The book is available on Amazon, as a paper-back, a Kindle book, or as Audible audiobook.

Its Four Sides® of Leadership, the Leaders Framework

Wouldn't it be great if everyone just did as they were told; which manager doesn't wish that on occasions? Wouldn't it be even better if the disagreements or conflicts that occur on the job or in relations with colleagues, friends or family would simply go away and everything was normal? Wouldn't it be best if everyone would feel happy to go to work and pleased about the contribution they have achieved when they went home? Wouldn't it be amazing if your team would exceed its goals?

Too often managers realize that the problems have become so big that they become harder or impossible to deal with and they have to take drastic measures. But why don't they act earlier?

Knowing how the things develop from the start and knowing how to interact in a pro-active way controls the daily issues on a small level and allows dealing with the problems before they grow into conflicts.

This is a question of communication, the language leader's use in detail. It is the ability to develop the language skills to express and communicate more deeply in different situations.

Based on globally tested exercises, the Leaders Framework connects the Journey with the models, methods and the tools. This book demonstrates the theory of Its Four Sides® of Leadership in practical examples that can be easily repeated.

The book gives solutions to cases how to deal with different situations as a leader.

This Leaders Framework is your guide and reference manual. It teaches the details of the Leader's Success Compass to guide you on your own Journey in leading your team to success.

Its Four Sides®, the Leadership Orientation Platform

Online learning is the most efficient way to learn. You get all you need from online courses when you need it. Join the Leadership Orientation Platform, discuss your current topics, ask questions to speed up your journey, share your experience with other like-minded leaders and follow them on their journey in leading their team to success.

The next step is yours

Ready to take the next step?

Contact Its Four Sides online, on FB, messenger or email and find out the best way on your journey in becoming the leader you would want to be.



The Coach and Author, Colin Luthardt

Born in Germany with a German father and an English mother Colin grew up bilingual, which made him very attached to languages. Speaking four languages fluently he has always preferred positions with an international connection, which drove him to work and live in Germany, France, England and Sweden. Here he gathered a wide experience from different roles and management positions in sales, marketing and product management in large multinational companies.

Since 2006 Colin has been focusing solely on behavioral training in sales, coaching and leadership training for an international corporation where he is employed full-time. He has developed and conducted sales training globally based on a common set of behaviours and conversational methods. This concept was awarded a third prize at the International Trainers Award in Germany.

Recently developed training sessions are following the Action based learning principle inspired by Roth Cohn's TCI approach. This has proven its success in many countries and in different cultures around the world. And there is no harm in having fun and a laugh while you are doing it, he says.

Success in life or business, Colin claims, does not come from bold changes in the approach or the direction; it is the smaller and continuous adjustments on the way that make the real difference. It is more like sailing, which is his favorite pass-time activity. Keep on comparing the bearing, the wind and the way the sails are set, keep doing small adjustments all the time. That brings you to the goal, despite the unfavorable currents or unfriendly weather.

Colin is an Associated Coach with ICF and believes in the motto, life is a puzzle and you have all the pieces.

During many years Colin has been influenced by events by Tony Robbins and his associated coaching training programs to become a Strategic Interventionist, allowing a wider scale of coaching approaches.

In recent years Colin has been coached by a globally renowned speaker, Andy Harrington and he is a life-time member of the Professional Speaker Academy.

Just take the chance and do it, you'll see that it works!

Speaking the Language of Leadership

The Journey by Colin Luthardt

Managers like to achieve goals more than anything else. However, in their ambition to achieve goals they tend to take shortcuts. They would rather have the people follow their suggestions and have them do as they are told. But too often the results don't turn out the way the managers want them to be.

If managers want to have different results the next time they have to start to do things differently. It is not the large investment or the bold restructuring that made the difference here, but numerous small changes in behavior and communication. This is what changed the results at the company DigiC. All was done without investments or organizational changes.

Instead the company worked with cultural changes, bringing the people to be organized, focusing on the common goals and enjoying their achievements. This made this company increase their turnover by nearly 50% in two years.

Is this an illusion?

Based on a true story, *Speaking the Language of Leadership* shows the impact of communication on people in organizations.

The managers at DigiC developed their ability to use their language skills to express and communicate more deeply in different situations. Through the numerous events the reader can follow the Coach and the managers at this company and see how they learned to understand each other and others. This change turned the managers into strong leaders. They changed and grew nearly 50% in two years!

Based on real people that had true challenges, this book illustrates in daily business how situations develop and how they changed. It gives the reader insight about how the leader used their communication skills to give situations a positive turn.

The theory of Its Four Sides® of Leadership offers a clear structure that gives the reader orientation and suggestions to enhance their own language to become more effective leaders.

Just try it; it works.

Speaking the Language of Leadership

Getting Started by Colin Luthardt

You have also heard the phrase from the Chinese proverb, saying, ‘A journey of a thousand paces starts with the first step’. Actually, I’d say, ‘A journey of a thousand paces starts with knowing where you are’. Because, if you don’t know where you are, your first step, which you can take in the North, East, South, or West direction from where you are right now, might lead you away from your goal.

Your goal is to Lead Your Team To Success. Your first thing is to know where you stand. Then you can decide which direction to take to choose your first step in the right direction.

Welcome to your first step, called Getting Started, in leading your team to success.

Its Four Sides© of Leadership

The GETTING STARTED FORMULA

by Colin Luthardt

You are ready to start a journey now.

You have everything in place to get to where you want to be.
Before you embark and get busy with activities, spend a moment
and understand where you currently are.

This book gives you opportunities to stop and reflect.
The Getting Started Formula will help you
take the first decisions what to do next.
It will start you off in the right direction.

Getting Started with your journey
in Speaking the Language of Leadership
is great input to your
Strategy Sessions with your coach.

Just try it; it works!

Its Four Sides© of Leadership is developed by Colin Luthardt, the Author and Coach

