

Colin Luthardt

ITS FOUR SIDES® OF LEADERSHIP



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KICK-START PROTOCOL

Get an overview of Its Four Sides© of Leadership
Understand the consequences of your current leadership
Map out how you can improve the effectiveness as a leader
Decide the direction you need to take to master your leadership

**Speaking the Language of Leadership,
The Kick-Start Protocol**

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Getting There

Title: Its Four Sides of Leadership, The Kick-Start Protocol

ISBN 978-91-981216-5-0

First Extended Edition

www.itsfoursides.com

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Designed by Runa Luthardt

Layout by Runa Luthardt Published by LiveTrainer, 2020

LiveTrainer 620717-1148

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Life is a Puzzle, you have all the Pieces.

Its Four Sides of Leadership, The Kick-Start Protocol 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 Kick-Start Protocol is a check-list procedure for your first step in getting started. It gives you opportunities to stop and reflect and decide what to do next.

This Kick-Start Protocol is your step-by-step check-list from where you were to where you are right now. 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 Kick-Start Protocol

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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 is your South, 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 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 Kick-Start Protocol, enabling you to start leading your team to success.

This Kick-Start Protocol belongs to:

This is the Kick-Start Protocol. 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 a good manager can become much more effective in leading the team.

Some of these methods and tools are used in this Kick-Start Protocol. This formula will allow you to get orientation about your leadership so that you are ready to achieve impressive results.

This Kick-Start Protocol 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 do it.

The Kick-Start Protocol consists of the following four 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 your new direction. Take the decision and choose the first steps.

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

About Leadership

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 different than before. What was this decision?

Maybe you are not be pleased with how things are going for you as a leader right now?

Perhaps you just feel stressed about the fact that you are in a leader's role, or is the thought of becoming a leader soon making you nervous?

Could it be that you are already a manager of a team, perhaps a project manager or a team leader and 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?

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

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 is 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 so that you know what to do and what to improve.

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 fall back on previous experience and similar situations. Situations where 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. 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 offers to develop their leadership. One group focuses on higher leaders of a company and offers management training. Another group offers focus to develop the person's own self-leadership, meaning the intrinsic or intrapersonal leadership, the character and personality of a leader. But only a few offer training focused on the extrinsic or interpersonal leadership, the interaction 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 creating the trust in the people to take action.

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 their communication. And if they are aware of the difference of these situations, they can adapt their leadership and be more clear, deliberate and effective.

Get your leadership started now

This Kick-Start Protocol draw the line where you are today with your leadership.

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?

When you have the answers to these 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 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. 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.

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.

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 and the managers feels that the team is no longer following. It triggers the belief that the goal is at risk and deliberate action is need 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 presently and where they’d want to 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.

Getting your orientation

The 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 the conflict.

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

Instead, the leaders shape this process and take charge of this phase allowing it to go smoothly and quickly. A leader will want to lead the process of optimizing the organization and priority.

This leads to the second side of Its Four Sides® of Leadership. The leader needs to guide 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 want to know what roles they have to play, what tasks they have to do or 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 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.

This means that managers expect that every individual to figure out for themselves what to do, how to do things best and judge if they should do things all together.

They expect their people to get on with it and wait to judge the impact and measure the results.

Many managers 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

Getting your orientation

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.

(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 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 the manager is looking at the results and feels 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 ambitious to work harder.

What many managers miss is the fact that all actions, as well as 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 their 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.

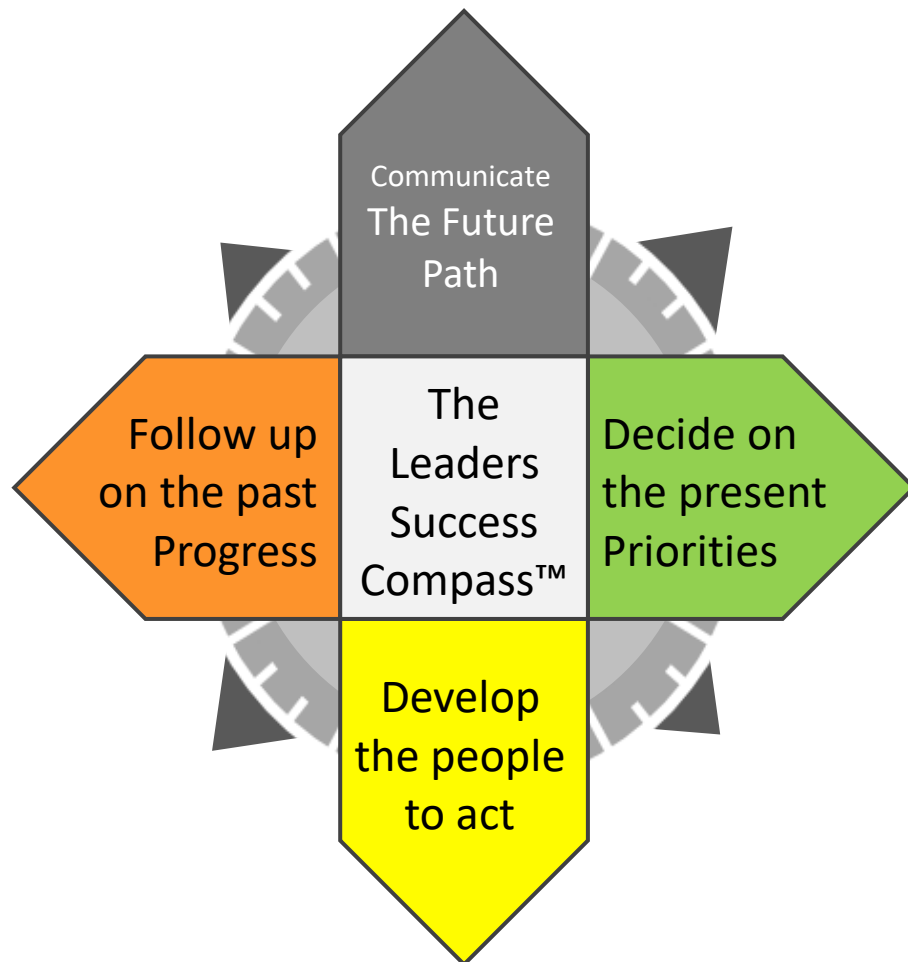


The sum of all the actions have an impact on the progress towards the result.

Getting your orientation

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 sides to be addressed equally and intentionally. This means that a leader 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. This will ensure that you achieve the goals as quickly and effectively as possible.

The four sides of the journey with your team

Right now, you may be in the 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, deliver according to a specific target.

This expectation can be to deliver 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.

There are different exercises and reflections in this document. 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:

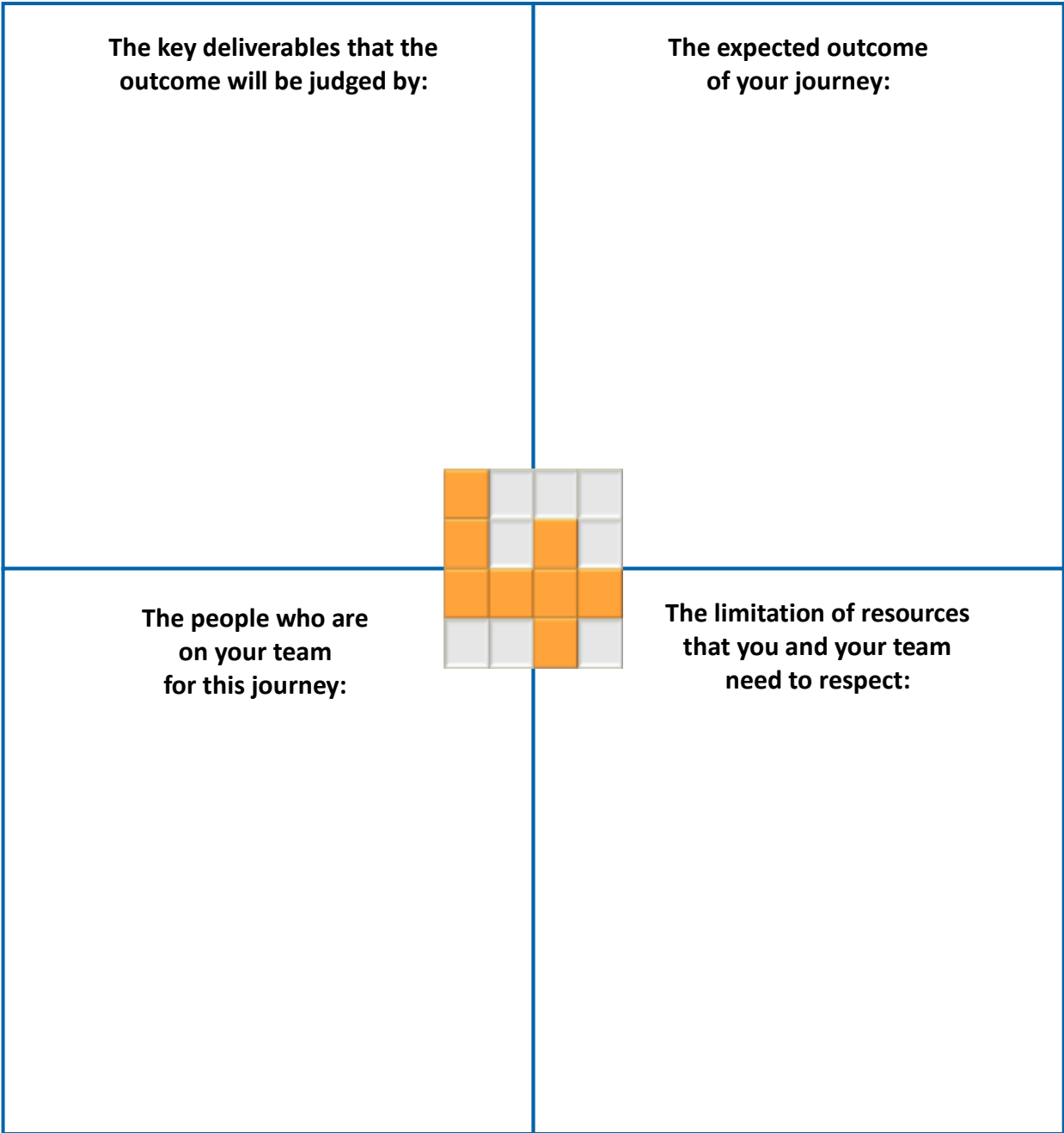
- What is the expected outcome of the work from the team?
- How are you and your team being judged?
- How much time do we have until we reach that outcome?
- How much time, cost and other resources are you and your team expected to consume on this journey until you reach that outcome?

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.



Your current bearing

This is a good moment to review some of your conclusions. Now you have a better understanding of your role as a leader. You have also got an idea how you might deviate from the ideal. You have also got a good idea what your team may think and which sides you may need to strengthen more.

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.

However, while these factors are easily recognized by others to be connected to a high level of personal performance, they don't 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 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 anymore. Their focus is more on what the team needs, so that the people on the teams 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.

This 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 and 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?

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

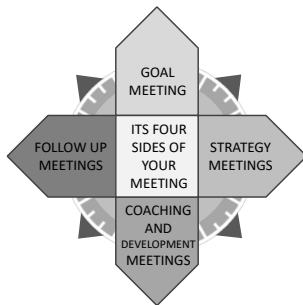
Getting your orientation

Leaders realize that their people are different. Specifically, when it is about motivation, everyone looks for different things, different confirmation and different information. If 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%.



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 complete?

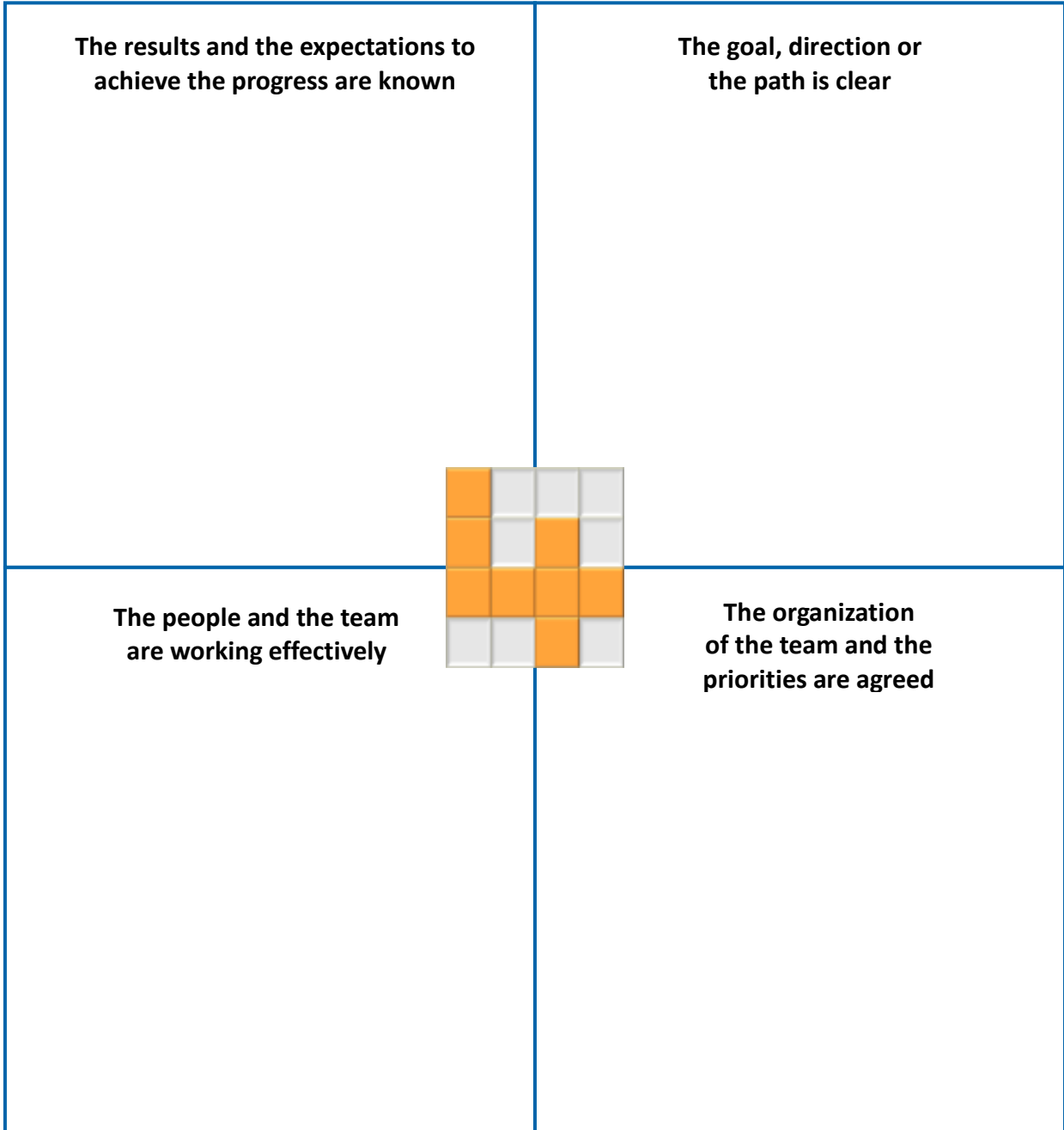
The four stages of their journey

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

When teams start their journey they also go through four stages. Observing the discussions of different projects, endeavors, departments, change projects, or even single meetings, leaders start to notice that the discussion circles round a certain stage.

Leaders notice that ineffective discussions touch different stages of the journey at once.

Effective leaders recognize the stage that the team is in and lead the respective discussion so that the team can move on.



Your current position

What are you focusing on naturally, and which perspective 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 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 concerning the way of...

... communicating the common goals and direction with us, as a team (0...10) _____

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

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

... following up on our progress and 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 also their own need.

3. Your Deviation

To lead your team to success you'd want to get the group to achieve common goals. This means that you will want to aim for a balanced type of leadership, develop all your four sides equally. The most important and most effective leadership tool that a leader has is communicate to their people in meeting. Especially meetings with several people present, like the whole, are most efficient, as the leader can reach the whole team at the same time.

However, if this meeting is not run effectively, it can have a negative effect of the team. Poorly managed meetings cost time, confuse the team, frustrates 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.

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 surely received high-level information about your organization's strategic direction, the market and the future about the company.

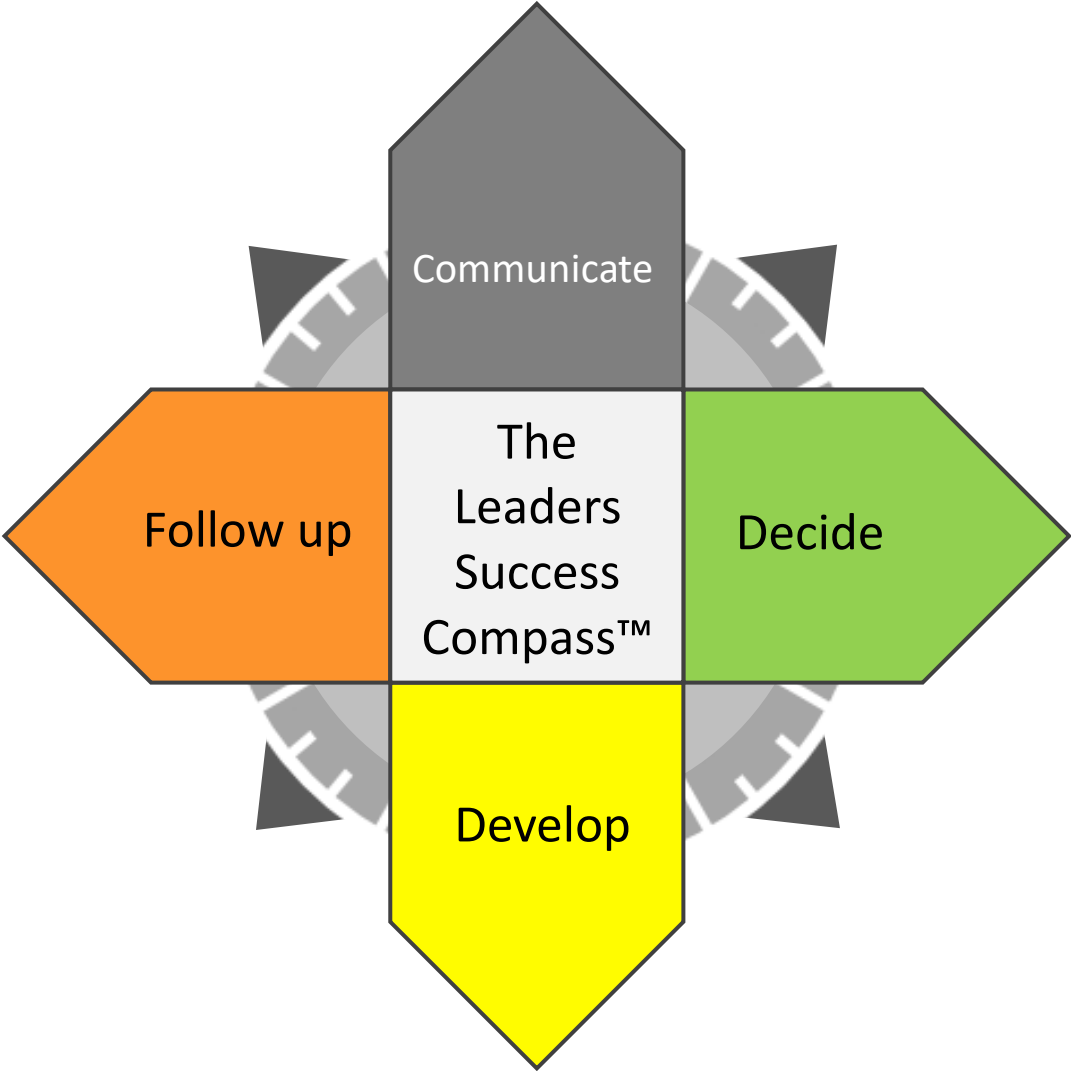
I am sure you also remember individual meetings with your manager, like on an annual basis. This is due to the fact that many organizations have a scheduled annual performance review process. It allows the managers to communicate their perception about their people's performance, which impacts their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

Based on Its Four Sides of leadership is simple 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 6 Its Four Sides® of Leadership and the four essential meetings

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 the meetings happen and what do you call them?

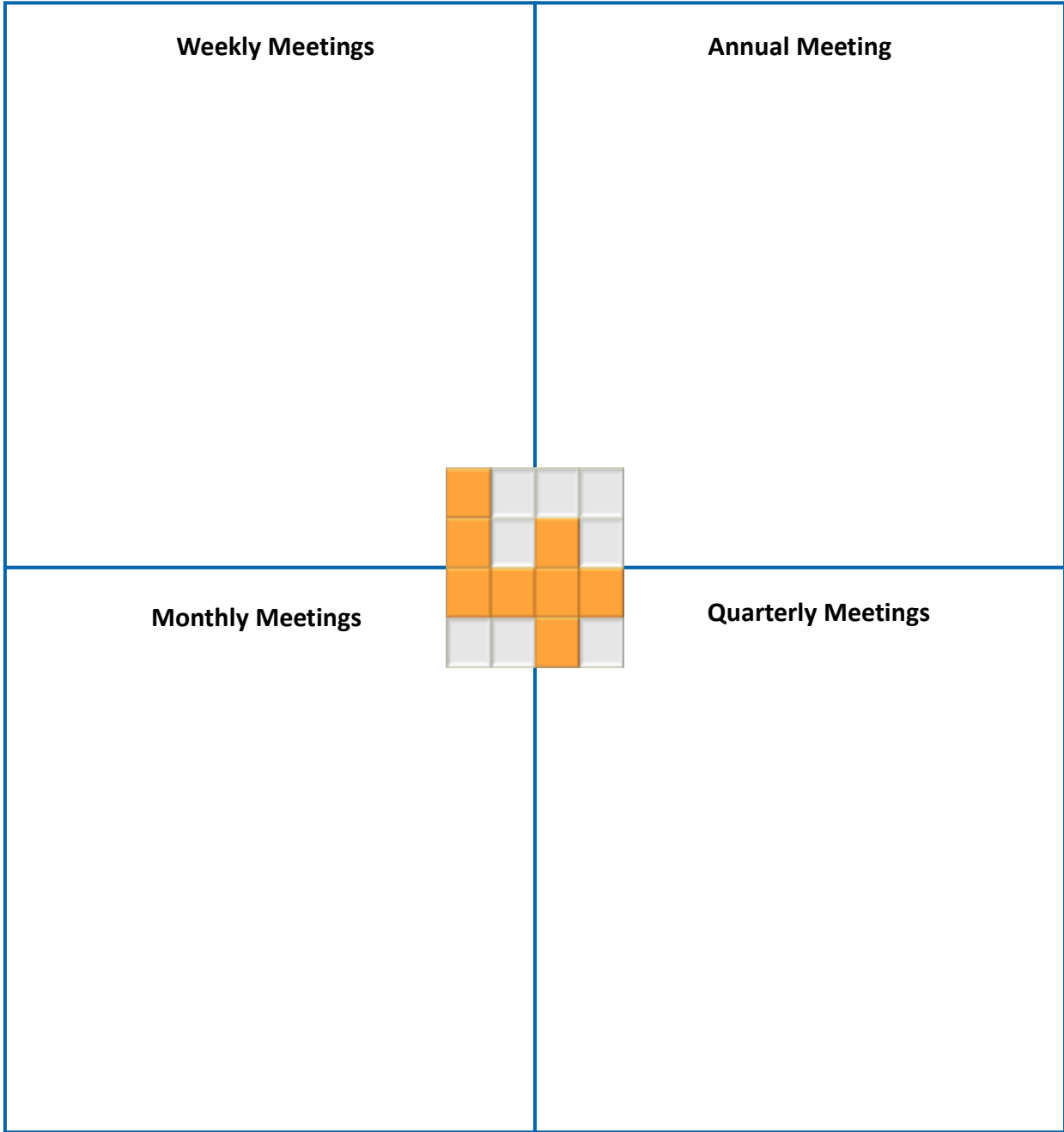
Of course, during the meetings there is a lot to talk about. Explain, how to these meetings typically go?

What does your team say about your meetings?

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 the communicating the future goals, decide on the present priorities, develop the people's condition, and to follow-up on the past achievements. Define the agenda for each of these meetings.



4. Your Destination

Now you have an overview of your leadership, your starting point, your orientation, your goal, what you may need to focus on the way, and your meetings.

There might be many things that you would like to change, or a few, that is both 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' this is urgent.

Start making some choices

You will want to choose where to start and create a sequence of changes so that you can develop a 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 why it is urgent.

What is important to change?

In this perspective, you are leading yourself first.



Exercise, make a map of your possible choices

Start to summarize your finding from the Starting Point. Take a closer look at the patterns from your evaluation of the Leader's Success Compass above.

Pick the Top 3 items from the following questions:

- Start with your own perception, where are you right now?
Choose those items with the biggest gaps and note them below.
- What do you think your team's perception is, where does your team believe you are?
Choose those items with the biggest gaps and note them below.
- Take a look at every direction of the Leader's Success Compass, North, East, South West, are they unevenly developed? Which is the lowest area of your judgment right now?
- Now, take a look at the four meetings you are having. Which of the meetings would you want to improve the most?

Carry your findings over into the following table below and complete the table further.

What is really urgent to change?

We may like many things to change, but we can only change what we can control.

Understanding what we can control gives us the opportunity to take change 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 we focus on drives our emotions and our emotions drive our thoughts and our thoughts drive our beliefs and our beliefs drive your attitude and our attitude drives our actions and behavior and our actions and behavior drive our results.

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



Exercise, choose the Top 3 items now

To get started you want to have a clear view of the things you want to change. They should have an immediate impact on your team, how they are working and increase the chances of their success in reaching the set goals and expectations.

- What has to 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 change is actually happening?

Remember, however, it is only your own actions and behaviors that you control that will have an impact on your team. That will make the difference.

Getting your orientation

Priority 1, Name it!

What has to 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 change is actually happening?

Getting your orientation

Priority 2, Name it!

What has to 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 change is actually happening?

Getting your orientation

Priority 3, Name it!

What has to 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 change is actually happening?

5. Your Direction

You just started your journey with this Kick-Start Protocol.

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 this Kick-Start 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 behaviors 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!

Bonus material

Speaking the Language of Leadership

The Journey by Colin Luthardt

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Just try it; it works.

Bonus material

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 Kick-Start Protocol by Colin Luthardt

Do you want to master your leadership?
Are you ready to start your journey?

The Kick-Start Protocol starts with
giving you an orientation of your role as a leader
through Its Four Sides® of Leadership.

This way you quickly see your deviation from your ideal.

With the Leader's Success Compass™
you will understand your position in relationship
to the journey your team is doing.

The Leader's Success Compass™ gives you the direction
so that you can get started in leading your team to success.

Kick-Start your Journey.
Know where you are heading.
Take the first step.
Lead your team!

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

