

Leadership 4D

Leadership is a complicated thing, so it can be difficult to approach in a systematic way. *Leadership 4D* is a simple model that gives leaders a basic structure to help them focus on specific dimensions of personal and professional growth—4 dimensions, to be precise.

Each dimension of leadership is represented by a key verb and its accompanying descriptor of *implementation* or *process*. Each of the 4 dimensions is further divided into 4 categories that describe more specific areas of focus.

Know

Exceptional leaders access a certain essential body of *knowledge*—key facts and realities that inform their leadership and equip them for effective performance. This knowledge begins with the **personal**—an accurate awareness of *self*. This includes personal strengths and weaknesses and “life” skills that contribute to healthy relationships, life balance, and the management of self. This has immediate application to the *job*, and contributes to the further development of an accurate assessment and development of **professional skills** that inform job performance. A good question to help guide thinking in this area is: *What will it take to get a raise or a promotion?* The answer to this question provides a clear understanding of one’s job requirements. Knowledge of the **organization** provides a framework for performing well in the context of a specific place. This requires a grasp of the particular *vision* and *defining values* of the organization, as well as its *culture* and *community* of leaders and workers. This is the *internal* context of the leader. An understanding of the **business** provides a “big picture” grasp of the forces that define and drive the success (or failure!) of the organization. Leaders are more

effective in their individual roles, when they have a better understanding of this *external* context. Note that the arrows in the diagram show impacting relationships between the different areas of the 4D model. For example, when you understand the organization you serve, you can serve its stakeholders more effectively; when you understand the *business* of the organization, you can serve its *customers* more effectively. The action verb in this segment is *learn*—learning is the process of acquiring more knowledge. The effective leader is a life-long learner!

Do

Leadership isn’t just about knowing—it’s about *applying* knowledge in a way that creates impact. Leaders *perform*—they “deliver the goods” by producing desired results. It starts with the **job**, of course—completing the performance goals of the job description. The model emphasizes that *job performance* is the definitive application of *professional skills*. When job performance contributes to the **critical path** functions of the organization, a leader creates measurable value to their job *and* their organization. Successful job performance *over time* contributes to a satisfying and valuable **career**. Successful job performance also creates opportunities to **lead others**, which in turn, requires a new set of skills—*leadership and management competencies*.

Be

Ultimately, all personal performance flows from an individual’s character and inner life. And all *relationships* are shaped by the inner forces of a person’s life and being. So...the

The Personal Trainer is a resource for growing leaders produced by Dr. Jim Dyke, the President and CEO of **Corporate Leadership Initiatives, Inc.**—an organization dedicated to equipping men and women with the skills and principles pertinent to the role and life of a transformational leader of the 21st century. This is a specially-designed tool for personal reflection and discussion that will help you and your team apply the ideas and principles presented in the matching edition of the newsletter **Leadership Tracks**. You can log on to www.CLInonline.com and discover more ways **Corporate Leadership Initiatives, Inc.** can help you and everyone in your organization.. Copyright 2019 James R. Dyke

emotional health of a person is fundamental to their effective performance as a leader or team member. This area of the *4D Leadership Model* shows the importance of early relationships of influence, especially one's family of origin. These influences can be negative or harmful (e.g. "wounding" persons or experiences) and thus create **emotional deficits**, or they can be positive and nurturing (e.g. role models or healthy friendships) and contribute to constructive **character building**. Personal **spirituality** is also a key ingredient of a leader's inner life, and a major contributor to a leader's character development. Together, these areas give definition to the **values** that drive a leader's ambitions and energies. Leaders who take charge of their inner life are people who *grow*.

On a special note: the emergence of the modern recovery movement in America has provided a new understanding of the inner personal life, and the impact of emotional deficit; dysfunctional relationships; nurturing community; and personal spirituality. Recovery "insights" have provided leaders with helpful tools for the awareness, understanding, and treatment of damaging personal deficits.

Relate

The *4D Leadership Model* is unique in its specific emphasis on relationships. So many leadership models focus on the leader as an individual—stressing personal goals, values, skills, strengths, passions, and vision. These all have their place. But a true understanding of leadership is incomplete without a perspective on relationships. The *4D Leadership Model* provides this focus, beginning with the diagram of **team** relationships in the business arena. Note that team relationships occur in *three* dimensions for leaders: downward, as they exercise leadership of their own team and its members; upward, as they participate as *members* of a team led by their superior; and sideways, as they relate *informally* to their peers in other areas of the organization. Note, also, the distinction between these relationships (which are *internal*, within the organization) and other business relationships which are *external* to the organization: customers, prospects, and the surrounding **community** as a whole. When leaders begin to relate to others in a meaningful and impacting way, they *connect*—in the truest sense of the word. A SPECIAL NOTE: This model also recognizes the importance of relationships with special people who can nurture, guide, counsel, advise, and "coach" a leader in both arenas of **business** and **personal** development and performance. *These special people are indispensable to personal and professional growth!* Experienced mentors and "coaches" can make an invaluable contribution to a leader's success.

We Can Help

In future issues of *Leadership Tracks*, we'll continue to address different parts of the *4D Model* with revealing insights and practical tips. The model will provide readers with an intelligible form and structure to the information in each issue.

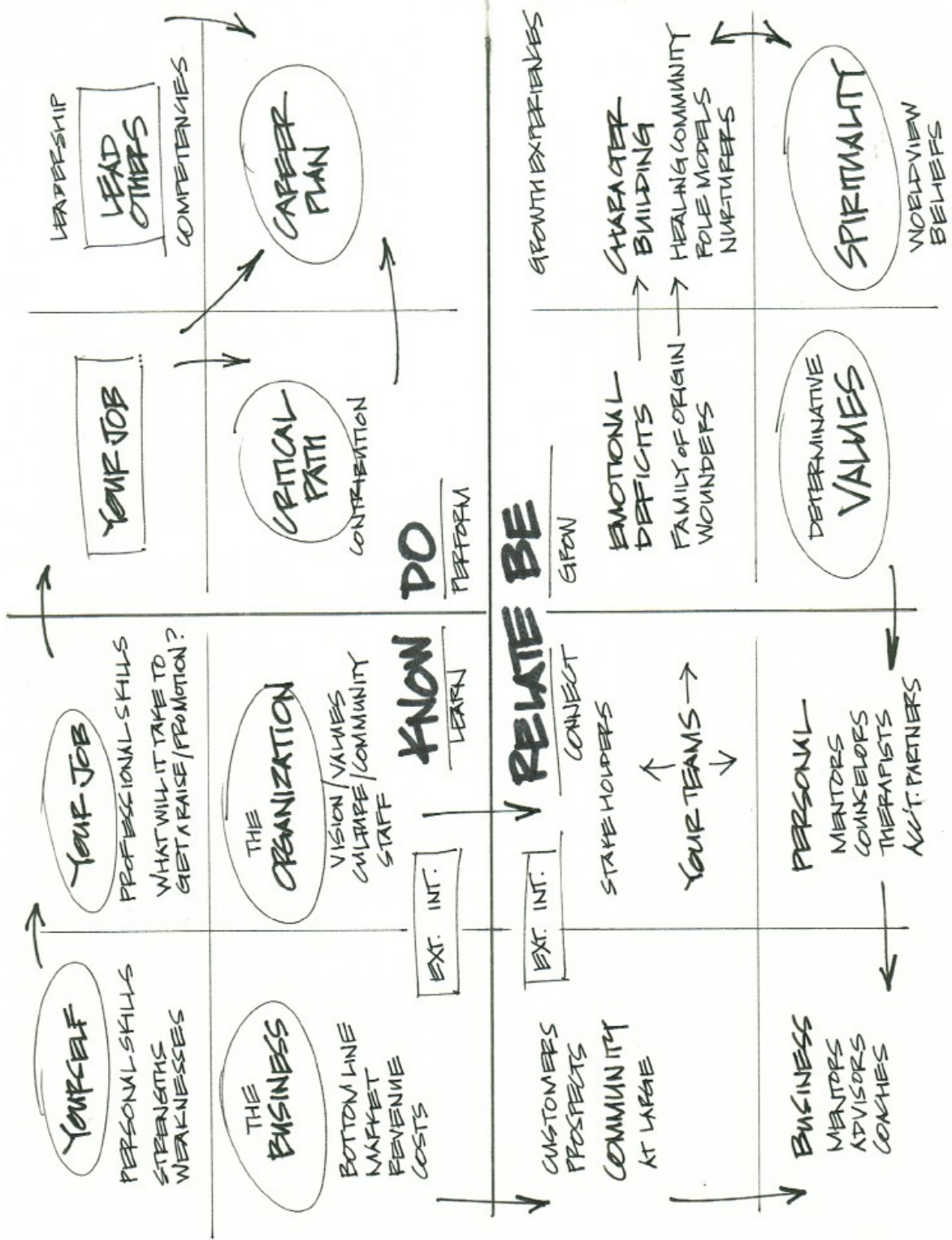
But the *4D Leadership Model* can also help you sort through your own leadership development needs, and guide you in setting an agenda for growth and improvement—for yourself, your team, and your organization. We can help! In the second version of the model, the spaces are filled in with the topics of training modules we have available to you, to assess and address each area of development and growth. Now you can connect *your needs* with *our resources*. It's just that simple. Give us a call—we'll help you make those action verbs a reality and get you and your team *learning, performing, growing, and connecting*.

Corporate Leadership Initiatives, Inc.—

We help leaders and organizations get better... and get where they want to go!



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