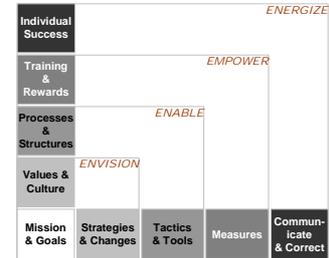




getting better results, together

The 4E's Leadership Framework

The 4E's Leadership Framework is a customizable and scaleable set of activities built around four organizing principles – Envision, Enable, Empower and Energize. It integrates strategic planning with Leadership development, and provides a measurement method and an improvement process. The 4E's are contingent, in that the activities within the Framework can be modified to exactly meet the needs of a specific Enterprise. There are two axes - for operational and organizational aspects - and it can be used by individuals or teams, underlining its scaleability.



Data from several thousand self assessments has been evaluated, providing evidence of conceptual validity, as well as offering insights on Leadership self perceptions across the world at differing levels of experience. A case study with a leading global NGO provides an example of the utility of the 4E's.

Leadership

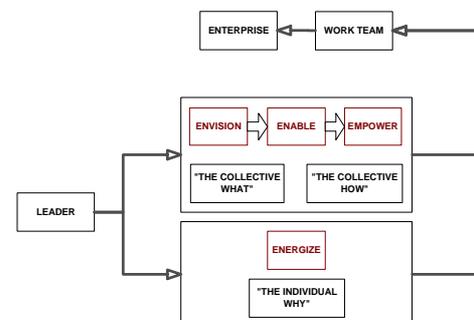
Leadership is a multifaceted activity, not an abstract concept. Effective Leadership is all about change (Kotter, 1990) combining action, people and organizational skills (Fiedler, 1967; Hosking, 1988). Leadership is a process (Bass, 1978) and it can be learnt (Grint, 1995). Leaders and Followers are inseparable (Burns, 1978), and Leadership is a moral activity (Gardner, 1990; Heifertz, 1994).

The Leadership process has not really changed throughout history, requiring clear vision, an effective (and competitive) tool kit, organizational structure, and empowered and energized people. It has also become clearer over time that Leaders and Followers must share a common set of values and beliefs. And the complexity faced today suggests that Leadership must be **distributed**, depending on the issue, challenge or knowledge at hand. It is probably impossible to provide a “final definition” of Leadership. Instead we need practical approaches to guide continual improvement and help deliver better results. We see much common ground in today's Leadership thinking upon which to build such a Framework.

- o Leaders and Followers are interdependent – you can't have one without the other
- o Leadership requires values congruence between all of the players
- o Leadership is an organizational process, not a one-off event
- o Leadership is about successfully handling complexity – good decisions which also simplify things
- o Leadership and change are synonymous – Leaders innovate
- o Leadership is a teachable process, and can be measured

What, how and why

The research (alongside practical senior management experience in major multinationals and success in consulting engagements) has led to the 4E's being focused on “actions in use” rather than “espoused” competencies or behaviours. The first three Es are the collective “what” and “how”, whilst the last E is the individual “why”, for the Leader and the team.



- o **Envision** – Values-driven setting of goals and strategies
- o **Enable** – Identifying tools, technologies, organization structures & people
- o **Empower** – Creating trust & interdependence between Leader & Follower
- o **Energize** – The personal Leadership motor to drive the entire system

Envision

A robust view of the external world drives the formation of the mission, and builds clear goals. Coherent values will be shared by Leader and Follower to provide a solid foundation. It is helpful to distinguish between verbal objectives (the mission), and numerical objectives (the goals). and between strategies (choices of what to do and what not to do) and tactics (the actions to take). Measurement against the tactics' progress is then essential, as is being clear about the timing sequence.

Enable

The best enabling mechanisms are built on innovation. The first type (on the "Operational" axis) includes tools, technologies, and business methodologies. "A better mouse trap" is a good mechanism to bring about change. The second set of enablers (on the "Organizational" axis) includes processes and structure. It also requires ensuring that the right people and the right skill sets are in place to get the job done, building towards interdependence.

How do Leaders best Enable success?

Identify the right tools and processes	13%
Develop appropriate internal measurements	6%
Identify the right people to get the job done	48%
Define the right organization structure	10%
Create interdependence	21%
Other	2%

Empower

The Leader has a contract with his or her Followers, for mutual success and failure, reward and sanction - so the two are interdependent. Both sides are given mutual freedom, yet held mutually accountable. On the "Organizational" axis, the team needs the training to get the job done. Empowerment must also bring rewards, and sanctions or challenges for improvement. On the "Operational" axis, Leaders and Followers must measure progress, which encourages dialog and continuous improvement.

Energize

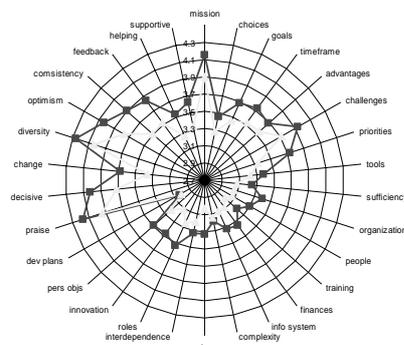
On the "Organizational" axis, the maximum energy will result from the combination of winning (in the marketplace) and achieving a sense of personal success and satisfaction. This requires clarity of purpose. The more energy the team generates, the more energy the Leader has - in a virtuous circle of reinforcement. On the "Operational" axis, continuous communication and course corrections are the key activities. This includes "walking the talk" and having a clear and persuasive "story". The Leader is a kind of motor for the change providing energy to the team.

How do Leaders best Energize their teams?

Providing constructive criticism	5%
Taking timely decisions	6%
Making complex situations simple	28%
Remaining optimistic	19%
Telling inspirational "stories"	8%
Helping deal with different opinions	3%
Appreciating the value of diversity	22%
Other	5%

Self assessment

The 4E's self assessment now has a database of over 5,000 respondents from all over the world. Google ranks it as the fourth most popular Leadership self assessment on the web. Even at a macro level, analysis shows a high degree of discriminatory and diagnostic capability of the Framework.



In consulting assignments the data is often presented to show an organizational "shape" to facilitate dialog and learning.

Global scores for "Enabling" are below the other E's, suggesting a relative dearth of tools and processes. North Americans score higher in this area than all other regions. By contrast, "Envisioning" is assessed uniformly strongly across the globe, whilst "Empowerment" varies - weakest in the Middle East, for example.

These results have "kitchen logic" in their favour, although having hard data opens up the possibility of dialog and development. Demographically there is no statistical difference in overall score between male and female, although females do self-assess as having a better grasp of the processes, training and tools

needed than their male counterparts. Younger people 19-25 (and students) score higher across the board than people already in business – whilst junior managers have low scores throughout. Middle Managers feel less “Empowered” than others – perhaps reality sets in?

This analysis and observation of business Leaders suggests there is a sequential development journey.

- Learning the necessary skills (Envisioning the strategies and choosing Enabling tactics)
- Exhibiting Leadership behaviours (including Empowering)
- Getting comfortable with the Leadership role (and Energizing others)

Leaders may be able to demonstrate to others that they understand the theory and even know some of what to do. But if they are not fully at ease with their role, inconsistencies will set in and energy lost.

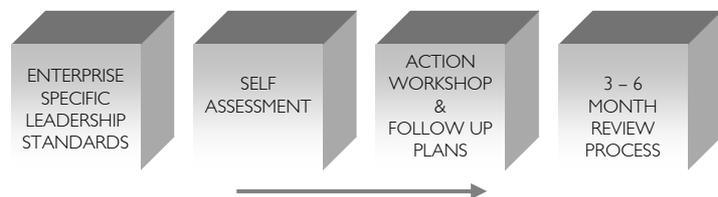
Feedback from users

Research was conducted to evaluate the 4E's self assessment's appropriateness and actionability.

- On a 1 to 5 scale, the mean score for appropriateness of the self assessment questions was 4.2.
- 87% of respondents felt “there was nothing missing from the questions”.
- 74% of respondents did so to assess themselves, and 32% to assess their team. 54% wanted to become more effective Leaders, and 42% to learn more about the 4E's.
- 35% following some or most of the advice. 62% claimed to have talked over the results with supervisors, their work teams or their peers. 54% identified areas of personal development.
- In rating the 4E's versus other approaches. 75% rated it as a “bit better” or a “lot better”.

Case study

A 2004 project with three pilot countries within the Save the Children organization started by tailoring the organization's Leadership standards within a 4E's frame, and then moved through on-line self assessments to team workshops and follow up interventions. The 4E's was not used to “score” one organization against another, but instead forms a basis for internal benchmarking and action.



Confidential results are not included here, although two core findings emerged. First, the strengths of the organizations involved were very consistent across the globe, shown in the consistency of responses sorted by “top 5 answers”. Yet, second, relative weaknesses varied markedly, so providing a very fruitful basis for internal action planning. Follow up interviews with respondents also confirmed the approaches' validity, allowing the program to roll out globally to all 27 member countries in 2005.

“Leadership is the energetic process of getting other people fully and willingly committed to a new and sustainable course of action, to meet commonly agreed objectives whilst having commonly held values”

Related resources and references can be found at www.yatesweb.com/books-essays-poetry/

LeaderValues offers tailored workshops, assessments, organization & strategy development tools and programs built on the 4E's.



This paper is a summary of Mick Yates' work submitted as partial requirement for the degree of MSc at HEC (Paris), following the Consulting and Coaching for Change program jointly at Oxford University and HEC in 2003 / 2004.

Mick founded LeaderValues in 1997, and is a member of the Change Leaders, a global community of practice dedicated to helping organizations positively address the human side of change.



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