

The 4E's Leadership Framework

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Summary:

Mick is the creator of "The 4E's Leadership Framework", a customisable set of Leadership activities built on four organising principles – Envision, Enable, Empower and Energize. He describes "The 4E's" as a practical tool with two axes for operational and organisational aspects. It can be used by individual or teams to integrate strategic planning with leadership development and provide a measurement method and improvement process.

The foundation of Mick's research involved integration of several thousand on-line self assessments based on The 4Es framework; a review of leadership literature; his experiences as a CEO, consultant and board member in for-profit and non-profit organisations; and a case study to test the utility of The 4Es with a leading global NGO (non-governmental organisation).

The case study involved a pilot project in select countries served by the NGO, including the tailoring the organisation's Leadership standards within The 4E's Framework, on-line self-assessments, benchmarking, discussion in team workshops, and follow-up interventions. Of interest in this organisation: strengths were consistent across pilot locations, while weaknesses varied markedly.

Recommendations:

Mick proposes that leadership is a multi-faceted combination of innovative action and change, people and organisational skills related to change; it can be learned and measured; it is inseparable from "followers" and "followership"; and it is a moral activity. The 4E's on-line self-assessment includes a database of over 5,000 respondents from several continents. Data collected from individuals within a given organisation can show the "shape" of the organisation, facilitating dialogue and learning. Mick suggests practical approaches to guide personal development related to leadership and achieving better results, including:

Use The 4E's Framework: This encompasses:

- Envision – values-driven setting of goals and strategies
- Enable – identifying tools, technologies, structures and people
- Empower – creating trust and interdependence between leader and follower
- Energize – personal behaviours as a motor to drive the entire system

Pay Special Attention to "Enabling": Across geographies, self-assessment score for "Enabling" are lower than the other E's, while "Envisioning" receives the highest scores. "Empowerment" tends to be weakest in the Middle East, geographically, and with Middle Managers as a group. Men and women do not generally exhibit strong differences across The 4E's.

Strive for "Maximum Energy": Maximum energy in an organisation results from the combination of winning (in the marketplace) and achieving a sense of personal success and satisfaction. The more energy the team generates, the more energy the Leader and vice versa.

Emphasise Action Over Ideas: Distinguish between the value of verbal objectives (Mission), and numerical objectives (Goals), and between Strategies (choices of what to do and not do) and Tactics (actions to take). Measure progress against tactics. Hard data facilitates more meaningful dialogue.

