



Four attributes
that characterise
exceptional
leaders



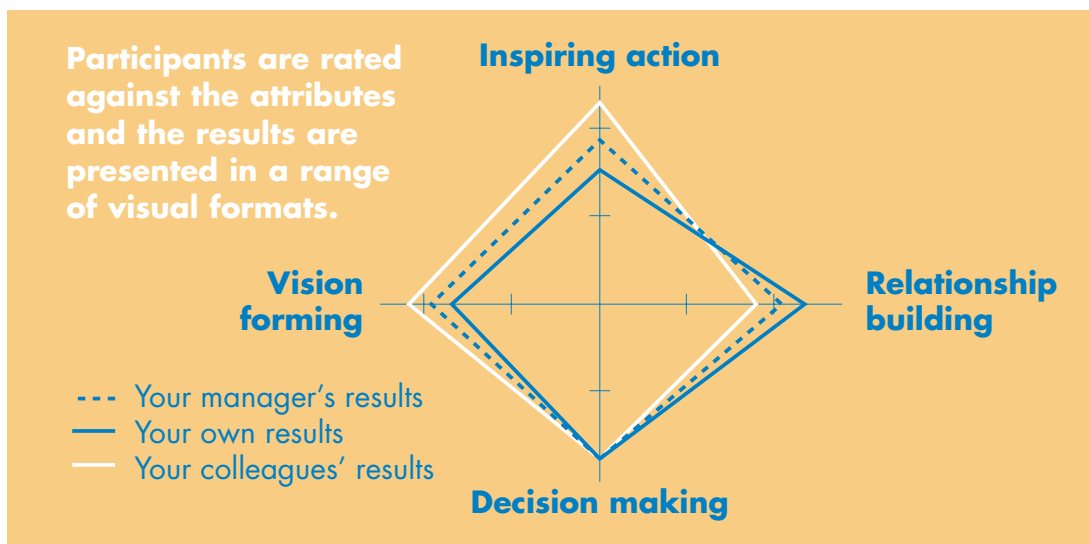
eLEARN

Exciting • Entertaining • Effective

4Leaders

4Leaders, a diagnostic tool designed around four attributes that characterise exceptional leaders:

- **Vision forming**
- **Inspiring action**
- **Relationship building**
- **Decision making**



These attributes are founded on contemporary leadership theories, including:

Transformational leadership centres on the notion that people will follow a person who inspires them and that a person with vision and passion can achieve great things.

Servant leadership is particularly relevant to flatter organisational structures where peers may have dual roles of leader and team player, but on different projects and at different times.

Fuzzy leadership – this is particularly appropriate to changing and uncertain environments where the leadership approaches and the decisions made will blend to varying degrees until greater certainty in the situation is established.

Situational leadership – this, like fuzzy leadership, presumes that different leadership styles are better in different situations, and that leaders must be flexible enough to adapt their style to the situation they are in.

Leadership and performance

4Leaders can make a difference to organisational and individual performance.

Combined with effective facilitation and coaching to draw out priorities, 4Leaders evaluates current practice against work priorities for an individual in their organisational context.

The online appraisal package provides users with an insight into their strengths and weaknesses against the 4Leaders profile based on the perspectives of their manager, colleagues and the people in their team.

The 4Leaders process examines 'who I am' and 'how others see me'. The results support examination of 'my priorities for performance' and 'leadership goals'. Identifying strengths and priority development needs in this way helps to pave the route to more effective leadership.



Why 4Leaders?

4Leaders is simple to administer and it makes a difference at two levels:

- **Organisational:** It provides a common language and a shared approach to leadership values and performance development among managers and team leaders.
- **Individual:** It supports personal and professional growth through awareness of the attributes that matter to an effective leader.

The 4Leaders process is also capable of tailoring to match existing organisational leadership competencies.

When to use it

4Leaders can be used as part of a leadership training programme, to support performance appraisal, as part of a coaching programme or to inform personal development.

What users say

'The 4leaders feedback helped me to understand that the perception you often have of yourself can be quite different to how other people perceive you and that it is important to be aware of this in order to maximise your potential effectiveness – it makes you seriously consider what personality traits are unlikely to change versus behavioural adjustments that can potentially be made in order to improve relationships at work, in a team environment, individually and in a social environment.'

Jessica Stevens Orbis UK Ltd

'When I conducted the 4Leaders survey I already had several years of team leading experience but had never made a concerted effort to solicit detailed feedback from my peers and reports. This golden opportunity to comprehensively scrutinise my performance as a leader was very timely since our team was under a lot of pressure at the time and it brought my weaknesses into sharp focus for me. I firmly believe that the extremely positive upward feedback and appraisal that I received the following summer are directly attributable to this exercise and the changes that I made in response to its output. One year on, I have more confidence in my own approach and continue to apply the lessons learned.'

Richard Neeve, QC Team Leader – NDS

4Leaders includes:

- 80 question online assessment
- User workbench to invite colleagues to respond and to track progress
- Comments from colleagues to enrich feedback against attributes
- Reminders for colleagues who do not respond
- Downloadable report with text and graphical presentation of results



eLEARN

Exciting • Entertaining • Effective

For further information please phone:

+44(0)870 142 5697

or visit: www.elearn.co.uk

