

## Leading Ways: TWO GENERAL LEADERSHIP MODELS

### THE EQUATION MODEL

One of the easiest and I think most powerful leadership models is seen in this simple equation. :

$$\text{Leadership} = \text{V}ision + \text{T}ask + \text{R}elationship$$

In this formulation [Vision](#) leadership is synonymous with purpose, knowledge of the changing environment, strategy and communication of a general nature and values. **Task** addresses the process considerations that vary from sector to sector and even organization, but there are some general task concerns such as running a meeting, providing project leadership, ensuring adequate oversight and technical communication, but the most basic of tasks for a leader is making sure that vision is turned into action. **Relationship** speaks to connections to other people, the personal insight needed to fully value these relationships and how to work effectively through and with the people that you lead. We sometimes call this [emotional intelligence](#). Interpersonal communication is key to every one of these dimensions of leadership.

All of these elements are necessary, and none are sufficient alone. Knowing your strengths and weaknesses in each area will help make you a more effective leader. A leadership challenge rarely comes across as a “vision” problem or a “relationship” issue in an uncomplicated manner. They usually involve a host of elements from each of the big three categories. Your job as a leader is to master them all and respond in the moment when the leadership issue presents itself. Synthesizing the particular skills into the demands of the moment is what leadership is truly about.

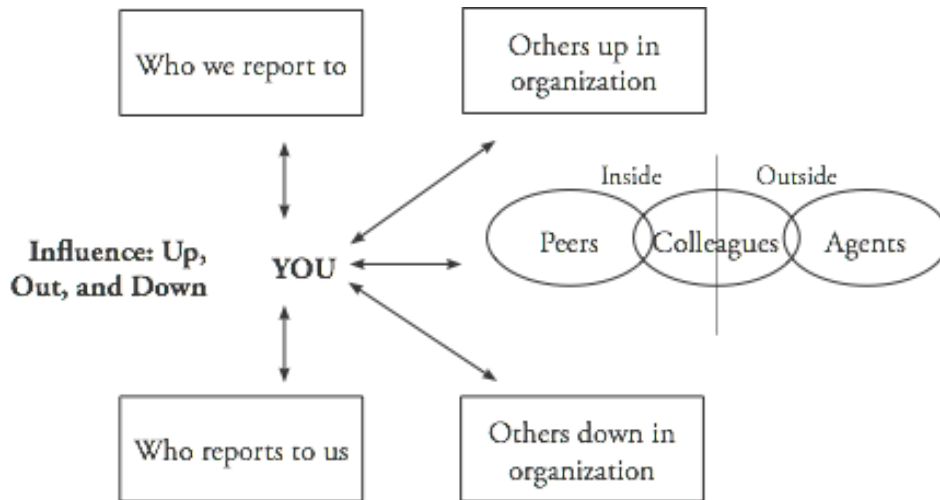
### THE ALL DIRECTIONS MODEL

It is easy to think of leadership as only leading those people that report to you. But true leadership in an organization goes in three directions: **down, out and up.**

Leading **Down** to those that report to us or are levels below our position in the organization and need to be actively engaged in the work we are leading. Leading **Out** to peers or near peers within our organizations or part of the organization most of whom we do not have direct authority over and must enlist them in our leadership work when they have a host of other interests and demands competing for their time. Out also reaches even further to colleagues and collaborators that may be outside of our part of the organization or even in another organization. Here the leader must align interests, develop relationships and push a leadership agenda where little conventional authority exists. Finally, all true leaders must lead **up**. This may seem like it should not be our job, but the reality is that the demands of leadership often mean effectively influencing the person we report to or pushing a leadership agenda up in the organization in decision making channels that exist outside the standard lines of authority.

The chart below captures the three basic directions of influence that any leader will need to manifest in order to be effective. Take a moment to think about which individuals and groups go into each domain for your leadership work.

### MODEL FOR INFLUENCE CHART



Influence is a complex undertaking, and each of the three basic directions has its own characteristics and qualities that we will explore over the course of this program. In general, however, influencing others involves the development of **trust**, but it is developed in different ways as we influence in different directions. While not exclusive to any one direction, trust is enhanced **upward by demonstrating performance, support, and loyalty**. Outwardly trust is increased as **transparency, accountability, and collaboration** grow. And when working to improve the relationship and trust downward, leaders commit to **motivating, developing, and delegating** to those that they need to influence. Again, all actions work in all directions, but they are particularly effective in the directions indicated.