



**LEADERSHIP: LESSON ONE**

**LEADING  
FOR RESULTS**

**THE 4 FUNDAMENTAL  
ELEMENTS**

# Introduction

Being a leader is about driving results and developing people.

When it comes to the practical reality, every-day tasks and issues, it can be difficult to manoeuvre both on the small details yet keeping the big picture in mind.

Below the surface of the many complex elements of leadership models and theory, there is a core of fundamental elements, which can help you – as a leader - make progress in the results of your leadership role.

These fundamental elements are applicable across functional areas, high and lower leadership roles, organizational models and structures, and it can be used in various ways:

- When something is **not progressing**
- When you are about to ignite a **new initiative, project or task**
- On a continuous basis – the **daily routine** of looking in the mirror and reflecting over progress.

How to benefit the most:

Before reading further, keep an ongoing task, project or issue from your current daily work in focus.

Then use the 4 questions related to the 4 fundamental elements to assess where to focus your energy to maximize progress.

# The What-How Ecosystem™

The 4 elements of the What-How Ecosystem™ helps you balance the fundamental requirements for making progress and results:

WHAT to achieve...

... is all about you and the team be aligned on the objectives.

HOW to do it...

...is ensuring the right competencies and resources in the team to make it happen.



## INSIGHT

If you have an in-balance – if just one of the 4 elements are out of sync with the others - your project or task will suffer.

As a leader, your first and foremost task is then to understand where to improve.

Use the 4 questions on the following pages to take a look in your leadership-mirror. You are the leader, and it is up to you to take the right actions.

# #1: The 3AM test



Imagine that I, your boss, mother, spouse, or best friend woke you up at 3 o'clock at night, and asked you the following, simple question:

WHAT are you - and the team - working to achieve?

Would you be able to explain this in simple and crystal-clear phrases?

Without too many 'eeehhmmmm' and long sentences with further details needed to get the whole picture?

**INSIGHT:** Your own view on WHAT you aim to achieve

Leading others starts with your own clear view on WHAT you want to achieve with the team or the project, and what 'good results' look like.

If you don't know where you want to go, you can never get the team to follow you.

# #2: The Black Box test



Imagine that we gathered your team in a room, and asked them to complete one task:

Write down on a piece of paper, and in their own individual words, their perception of what they are currently working to achieve?  
And put the anonymized answers in a Black Box.

If you could read through their answers in this exercise, look for consistency.  
Would all answers point in the same direction?

Or would different members of the team or the project have different views, different agendas, or different opinions?

**INSIGHT:** Team's view on WHAT to achieve

Different views, directions or different perceptions of the end-goal distracts energy in wrong directions, and blocks progress.

If your team does not move in the same direction, they either stand still or move away from each other.

# #3: The Clean-Sheet test



Consider the purpose, objective or target for your team or project. And try – during your thinking on this exercise - to put aside the current team:

If you were to start the whole project, task or department from scratch – from a clean sheet of paper: Which competencies would you recruit for?

List the top 3-5 types of competencies that are crucial to make it happen, and consider what level of expertise is needed?

Compare your answer to what you currently have available in the team.

## INSIGHT: HOW – Competencies

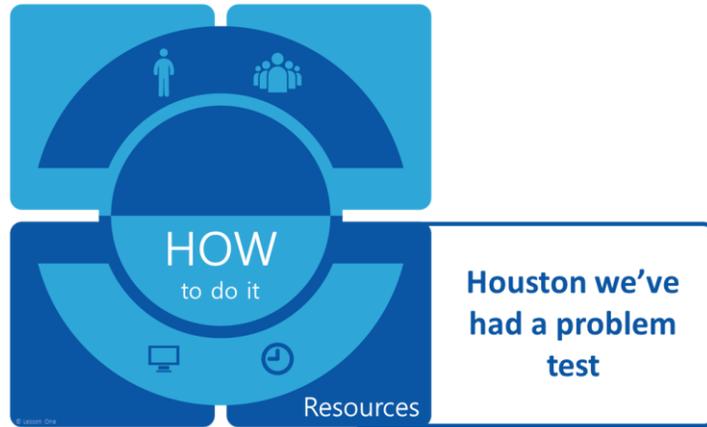
You can have the biggest army of soldiers, but if they don't have the right competencies, progress will not be strong enough.

A gap in competencies is natural with continuous development of the organization. And it is on your shoulders as a leader to make sure that the team is capable of learning. Make them do mistakes, see them fail and observe how they become even better.

It is your role as a leader to help people grow their competencies. Firing someone for lack of competencies may point back to the leader, and should be the last solution.

Start training them now.

# #4: Houston, we've had a problem...

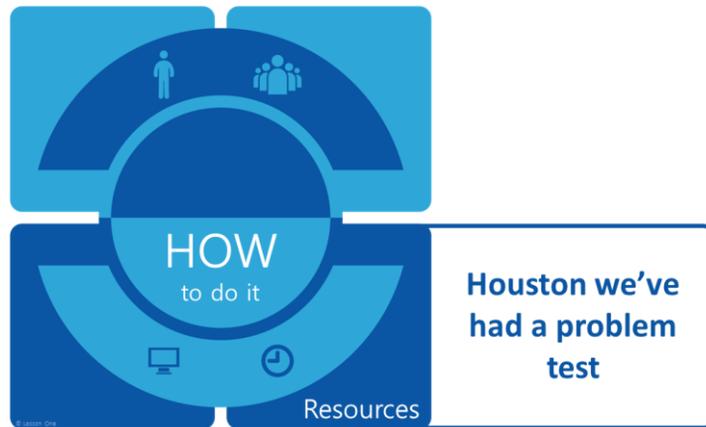


Do you feel a lack of resources for the project?  
You could need more people?  
Or a bigger budget?  
Or perhaps more time to complete it?

If you do, consider this:

How can creativity, different ways of working, better cooperation between team members, removal of non-value-adding activities help resolve the lack of resources.

# #4: Houston, we've had a problem...2



INSIGHT: Resources on HOW to make it happen

“Houston we’ve had a problem here” were the famous words during the 1970 Apollo 13 flight.

On board the Apollo 13 flying in outer space, there was a serious problem with the air supply – highly critical for the survival of the astronauts.

Resources were extremely limited:

Limited oxygen. Limited time. No opportunity of sending spare parts by courier. More money couldn’t help, and more people wasn’t an option either.

In the control centre down on Earth, the team gathered replicas of every available piece of material on board the Apollo 13, and put it all on a table with one clear objective: Create a solution that could be replicated on board the Apollo spacecraft that was flying around in outer space.

A clear objective + creativity + team work helped solve the life-threatening problem.

And as featured in the famous movie ‘Apollo 13’, they did reach a solution that actually did save the lives of the astronauts.

The only extra resource was creativity and teamwork.

# Overview



The 4 questions related to the What-How Ecosystem™ shape the fundamental requirements for making progress and results:

WHAT to achieve & HOW to do it

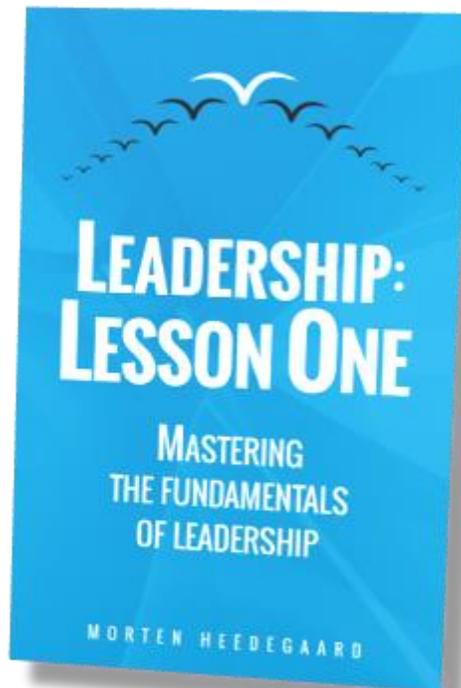
Together, these 4 elements of the What-How-Ecosystem™ need to be kept into balance to ensure progress towards results.

Use the 4 questions from time to time to take a look in your leadership-mirror and assess how things are progressing.



*Morten Heedegaard*  
Morten Heedegaard

# Read LEADERSHIP: LESSON ONE



Help yourself ignite new initiatives on a solid base, or find the root cause to lack of progress.

Leadership: Lesson One provides an in-depth understanding of the fundamentals of leadership and the **What-How Ecosystem™**, and puts it into the context of **cascading objectives** and targets into meaningful jobs for the team or project members.

And it brings across the importance of working consciously with your **Leadership Footprint**, helping you to focus not only on delivering results today, but also consciously do it in a way helping both the team and your own competencies to grow in the right direction.

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