

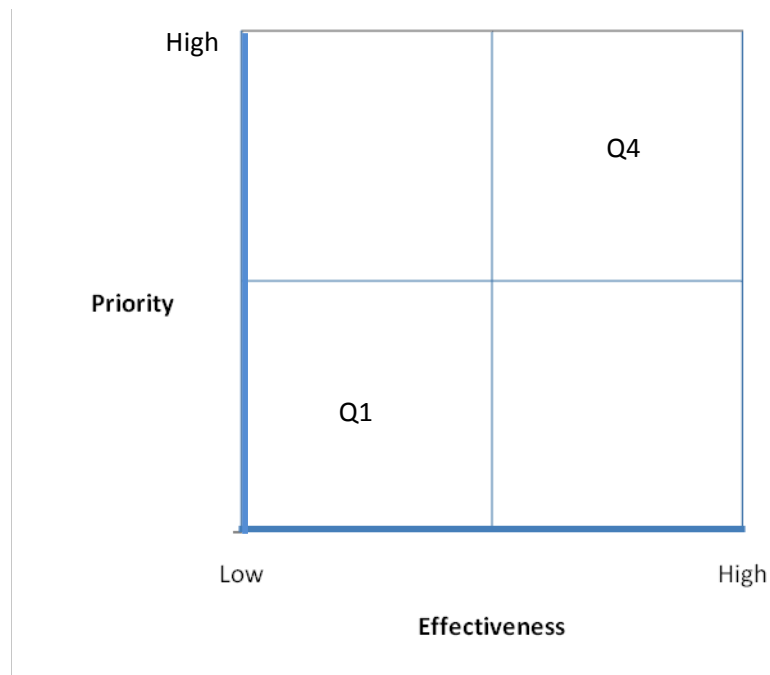
# QUARTILES OF LEADERSHIP?

## A simplistic/illustrative view

Are you operating at a *C/D level* or an *A/B level*?, where A is a high performing leader, C an average leader, in terms of effectiveness

*A Level leaders* operate a percentage of their time in Q4, C and D almost only in Q1.

The percentage of the time you should spend in Q4 depends on your role. CEO's over 30% in Q4?



### Q1

- Q1 is very much an operational mode where we are driven by the immediate, short-term, activities rather than outcomes. The focus is on responding to staff, portable/line phone calls, texts, emails, facebook, mail etc. Technology can drive us into Q1, be our master unless we are intentional in using technology in a way that enhances our performance.
- Q1 Leaders focus is on today's activities/task, doing. Q1 is about doing Q4 is about getting it done. They spend time with problem staff, problem customers. Tend towards control freaks.
- Q1 Leaders never have enough time, are usually poor delegators, often delegate tasks rather than jobs/ responsibilities. They often solve their manager's problems/issues rather these managers retaining responsibility for. Usually poor managers of their time, do not give much time to thinking about the future, how to improve systems, managers/staff or their own performance. They tend to employ C/D staff. A/B staff struggle to remain working for Q1 Leaders, they get frustrated. This has a huge impact on an organisation.
- Q1 Leaders usually spend the time of the day they are most effective doing the low priority tasks, the stuff they dislike or that does not empower them, hence takes more energy.
- Focus on solving problems rather than the cause of the problem.
- Our life is like a jigsaw puzzle, we are shaped by the pieces around us. Our shape (what we do) is determined by the pieces around us – the structure of the organisation; our role; how we operate (office, time allocation, structure the day, approach etc); people we work with, how they operate, their performance, who we mix with, our library of experiences/prejudices/biases etc. The same analogy can be used for other purposes e.g. Our life is shaped by the pieces of the jigsaw puzzle, which include our library of experiences/prejudices/biases; our family; job; finances; hobbies; who we mix with; beliefs, etc. The pressures of these drive us into Q1 unless we are intentional. If we want to change we need to change several of the pieces otherwise we are forced back to the old shape.
- Complacency, staying comfortable is part of our makeup, part of Q1. We can even get angry if someone tries to make changes to the status quo.

#### Q4

- Q4 leaders are visionary; always have an eye on the current and the future. They are outcomes focused not activity focused, with a permanent attitude of the need for continuous improvement, lifting the bar, drive and embrace change
- They know who will help them achieve the desired outcomes, they spend their time with them, winners, avoid distractions, cut out the inhibitors/EGRs. They employ A and B operators who can be A's, the best they can, like diversity, do not feel threatened.
- They know where they need to spend their time to get the best results from their time, they have time to dream. They are relational, encouragers, good delegators; serve the Executives that report to them rather than the reverse.
- They are good delegators ..delegate the outcomes they want.
- They address the cause of problems not just the problem
- They spend time caring for, mentoring, upskilling, maximising the potential of their Managers/Staff, ensure their Managers retain responsibility for their areas by requiring them to bring suggestions/solutions not just issues.
- Often what they do does not produce immediate results; they understand this but remain committed and focused.  
They can always tell you what the priority is, what makes the business/ministry work.
- Q4 Leaders know the time of the day they are most effective, they spend it on their priorities.
- Q4 Leaders see failure as temporary, part of a learning process, when they are knocked down they get up wiser, stumbling blocks are stepping stones.

#### Comments

1. Top 20% of your priorities will produce 80% of your effectiveness/results
2. Because you can do something does not mean you should. What are the things you can do others can't or you can do better?
3. A Leader sets the scene/culture every day. Are you setting the right scene/culture, would you work for someone like you, what do you expect from your leader?
4. There is a view you can be anything you want to be, you can learn anything, discussion on the extent to which nature and nurture determine what you become/are.  
The reality is we are wired a particular way, we cannot be anything we want to be, we need to be what we are wired/called to be, nurture can have a significant influence on what we become, particularly if we let it.
5. There needs to be a real desire to change. You can't change what you constantly tolerate, what you won't confront. Change starts with us not our circumstances.