

## PRINCIPLES AND TENETS OF FORMULA 4 LEADERSHIP

### Tenets

- No one leadership style is universally applicable to all decision making situations
- No one leadership style is inherently better than any other
- Effective leaders gear their style to the nature of the task and the characteristics of the people involved
- Each decision-making situation can be methodically assessed to determine the most appropriate leadership style
- Effective leadership involves a preparedness to adopt different styles of decision making
- Effective leaders evaluate their performance against these Principles in the short, medium and long term

### Principles

To focus time and energy to achieve optimal results, effective leaders:

- always consider how important the decision is
- see if the decision offers a development opportunity for their team
- ensure that important decisions are worked on by the best-qualified people
- stay personally close to important decisions which are unfamiliar in nature
- seek to establish mutual interest so that their team-members share the same goals as those of the organisation
- involve their colleagues in decision making whenever their commitment is uncertain yet required
- involve teams to improve the technical quality of decisions when breadth of information and multiple perspectives are called for
- use appropriate individuals to improve the technical quality of decisions when intricate, sequential reasoning is required