

THE LEADERSHIP WHEEL & THE WISDOM OF THE FIVE DIRECTIONS



"Our behaviors and actions create an impact akin to a pebble (or a boulder) landing on a lake. Everything within the lake reacts to the impact. The ripples grow and spread until they reach the boundaries of their influence. So it goes with each of us, regardless of intent." R.B. Hewertson

The ideas and beliefs behind the Leadership Wheel have stood the test of time for over 5,000 years. Indigenous peoples from all over the world have surprisingly similar beliefs and archetypes to explain how we humans "walk in this world." The model provided is based on the wisdom of one of these indigenous peoples, the North American Lakota Sioux and their Medicine Wheel. They teach that we are each born into one primary direction on the Wheel and spend our lives "walking the wheel" to gain the wisdom and understanding of all the directions.

As you read and use the Leadership Wheel, remember:

- All directions can be leadership directions
- Every direction brings wisdom to the table
- Every direction has challenges when over-used
- We ALL have access to ALL the directions

As you walk yourself around the Wheel and after taking the Leadership Wheel Preference Indicator, choose the ONE or TWO directions that *feel most natural* to you –that are your "home-base," the place you feel solid, safe, and where you are your most authentic self. Resist the temptation to say – "I'm all of them, therefore I'm a SAGE." You will likely have aspects of all 4 showing up in your life. That's not the point. The point is: where is "home" for you? And which shows up the most at work, at home?

Now, ask yourself these questions:

- What do you enjoy MOST about this direction?
- What about this direction can cause you the most trouble?
- What do the other directions need to know to effectively communicate and work best with you?

Then ask yourself these questions:

- Where might people at work (and then at home) place you on the Wheel? Why?
- Where do you migrate under stress? Why? What is the impact of this on those around you?
- Do you consider differences in style in your own communications and relationships?
- At work – what about your style helps and hinders you?
- At home – what about your style helps and hinders you?
- Overall – how does your style help or hinder your professional and personal goals?

You can use all of these materials with your team and with your friends and family.

Enjoy!

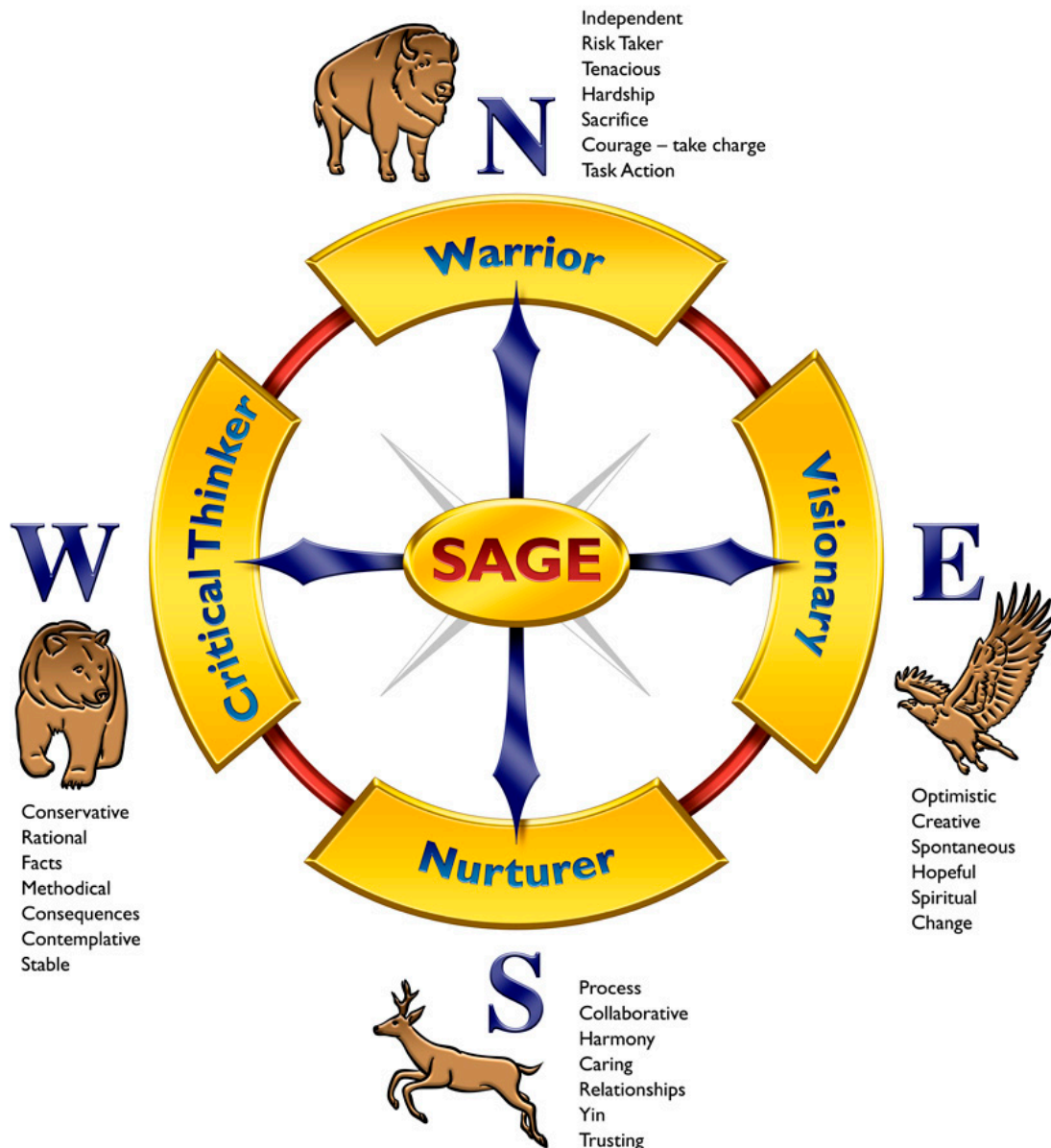
To learn more about the Native Peoples' archetypes, read the book, "The 4 Fold Way" by Angeles Arrien.

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“Everyone knows that on any given day there are energies slumbering in them that the incitements of that day do not call forth. Compared with what we ought to be, we are only half awake. Human individuals usually live far within their limits.” **William James**

“The most exciting breakthrough of the 21st century will occur not because of technology, but because of an expanding concept of what it means to be human.” **John Naisbitt**

“If my people have a prayer for you, it is that you would wake up tomorrow and walk this world consciously. I pray that every movement you make will have a purpose, that every word you speak has a meaning, and that every thought you have be a prayer.” **Ghost Wolf**



NORTH: Wisdom of the Warrior. The north represents the wisdom of courage, hardship and sacrifice for developing self-mastery and discipline. The harsh conditions of nature demand that individuals be tenacious, independent thinkers and self-starters. The north is the place of integrity where people are able to be fully present, to see the truth of their reality, and to take action based upon that truth. Their actions match their intentions and words, and they are strong people who take charge and go after a problem. They take control of their lives, initiate change and create freedom for themselves and others. They are the warrior for the native peoples; they live courageous lives and are willing to take risks. For these reasons the people of the north are often task-oriented, persuasive, and motivational.

EAST: Wisdom of the Visionary. The east represents the wisdom of creativity and vision for attaining our highest goals in life. It is the place of newness, enthusiasm and awakening, and the ability to see far, remove darkness, and to seed new light and life. The east brings the gifts of clarity and illumination for seeing, knowing and feeling the truth. People with this attribute know their purpose in life and how to create meaning. They look upon the world with hope and opportunity, and are creative, spontaneous, and able to see the unlimited potential and expanse of the human mind. They are visionaries who are able to see the big picture and how the interdependent parts fit together as a whole. The people of the east are interested in the new; they are less reactive and more opportunistic than others. Often their aim is to benefit others with their creativity and good energy.

SOUTH: Wisdom of the Nurturer. The south represents the wisdom of nurturing, healing and innocence for developing strong relationships and a sense of community. It is the place to trust and love unconditionally, because growth is so fast there is no time for evaluation. The south brings the gifts of trust and love to extend out into the world learning and experiencing without fear or inhibition. The people of the south are emotional and nurturing, and concerned with making relationships work and serving others. Where the north is the yang – the male warrior within – the south is yin, the female within who supports and cares for others. The people of the south believe that when individuals feel valued and trust each other, they will be more motivated and willing to make sacrifices for the community. Thus the south works through relationships with others in making the process work.

WEST: Wisdom of the Critical Thinker. The west represents the wisdom of inquiry, introspection, and reason for developing understanding and awareness. It is the place where people slow down to reflect in solitude, learn from past experiences, and harvest ideas for future use. The west brings the gift of maturity, experience and expertise. People of this attribute enjoy intellect, and express little emotion. They have curious minds and constantly inquire into all levels of reality and experience. They suffer few illusions. They are conservative, methodical, and interested in facts and data. They ponder consequences and analyze information while attempting to bring order and understanding to their world. They are attentive to detail and like to share their knowledge in support of others. For this reason they are the people who will focus on “getting it right.”

SAGE: Wisdom of Consciousness. The sage represents both the first and last step in the 5 step cycle of the Wheel. It is awareness of awareness, thinking of thinking, and a consciousness that sparks further consciousness. People who live in this place on the Wheel are calm, open, and easy going. They help awaken the inherent potential of all other directions. The direction of the sage is also a place of dynamic balance, agility, with a sense of where the equilibrium of life is achieved by awakening and invoking the wisdom of the other directions as needed. It also a place of self-mastery, heightened emotional intelligence, optimism, and abundance. Sages are great learners and want to make a positive difference with their lives and in the lives of others by leading others to their own learning and awareness. They urge us to reach for our highest purpose. They are excellent mentors and guides, teachers of life.



Leadership Wheel Preference Indicator

Carefully read each group of four statements.

Place a checkmark in the box next to **THE ONE** statement that is **MOST** like you.

I like to make things happen	*
I am empathetic and caring	^
I like to observe people and situations before making decisions	#
I am considered a creative person	+

I like to discover and generate new ideas and concepts	+
I prefer thoughtful introspection to social interaction	#
I am concerned with how people feel about their work	^
I prefer to implement ideas rather than talk about them	*

I naturally take care of people	^
I prefer to look at the logical way to do things	*
I am often the main contributor of new ideas	+
I am well organized and provide comprehensive solutions	#

I am a stable individual who makes decisions based on facts	#
I am enthusiastic and optimistic	+
I am competitive and enjoy challenges	*
I enjoy engaging others	^

When I am under stress I tend to take control	*
When I am under stress I make sure that others don't feel it	^
When I am under stress I look for multiple options or solutions	+
When I am under stress I do not like to make impulsive decisions	#

I prefer to lead change to make sure it is done right the first time	*
I don't really like change much at all and avoid it if possible	#
I think change is fun and makes life interesting	+
I think change upsets people most of the time	^

In communicating with others I prefer to keep focused on the topic	*
I like to provide help to others who need it	^
I like to hear and see all the info. when communicating with others	#
I like to explore options and ideas with others	+

I am described as being "a real people person"	^
I am inquisitive and naturally curious	+
I am known for getting things done	*
I am viewed as being a rational person and a logical thinker	#

I prefer to work with the big picture. Details can be sorted out later.	+
I think of myself as being easygoing and understanding	^
I seldom if ever “drop the ball” when working on a project	#
I find that I often get very focused on the task at hand until it’s done	*

I am really happy when my colleagues get along well together	^
I am really happy when my peers get the job done as expected	*
I am really happy when my peers get the facts right	#
I am really happy when my peers and I brainstorm ideas	+

I have noticed that people come to me to get things done	*
I have a reputation for having an inquisitive mind	+
I really enjoy working and interacting with people	^
I am asked to mediate issues because people think I’m objective	#

I believe organizations need to be practical and rational	#
I believe organizations need to be collaborative and team oriented	^
I believe organizations need to be focused on getting work done	*
I believe organizations need to be creative and intuitive	+

I believe that most conflicts can and should be avoided	^
I believe that most conflicts are a waste of time	#
I think conflicts should just get solved quickly and be done with it	*
I think conflicts can be solved in lots of different ways	+

Now tally the number of checkmarks appearing next to the symbols and record that total in the score box below.

*The symbol with the highest number of check marks is your preferred style.
The symbol with the next highest number is the secondary style used to complement your primary style.
The lowest number is your least preferred style.*

+	
^	
#	
*	

+	= East
^	= South
#	= West
*	= North

Note: when the 4 scores are very balanced it is likely you are developing the Wisdom of the Sage



COMMUNICATION STRATEGIES: N-E-W-S

NORTH: "I know the best way..."

May sound short or impatient
Tells you what they think
Asks tough questions
Can be blunt
Doesn't like chit chat

Strategies:

Make short, factual statements about yourself and/or your issue
Prepare summaries in bullet form without a lot of detail but be ready to expand if asked to do so
Focus on results and outcomes
Be concise, accurate, and make sure you've done your homework
Do not exaggerate

EAST: "What if we..."

Paints the big picture, often with visuals
Uses the words imagine or what if frequently
Uses inspirational voice tone and body language to motivate others
Emphasizes with personal stories and others' stories

Strategies:

Don't say "no" as the first response
Don't bury them in details
Be open to ideas, and listen and respond to the stories
Ask them what the goals of their ideas are and share your thoughts and feelings

WEST: "Let's get it right, whatever it takes..."

Will ask questions until satisfied with answers
Wants details and facts
Will be careful and deliberate and cautious/conservative
Won't make assumptions if at all possible

Strategies

Provide details and closure
Don't over explain or embellish
Take your time and keep it to the point
Use past experience and success as examples when possible
Make sure your arguments are rational and grounded in facts

SOUTH: "How will this impact people?"

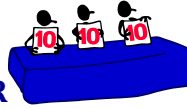
Asks for agreement
Wants to make sure everyone has a voice and is heard
Will try to mend - fix - solve disagreements
Will push for people impact answers

Strategies

Let them know you respect their concerns and feelings
Make an effort to build a trusting relationship
Show you care
Listen with empathy and demonstrate your personal involvement
Be non-threatening
Offer win-win solutions



MOTIVATION and STYLES: N – E – W – S



NORTH – THE ACHIEVER

Norths are motivated by achievement. They want to do things their way with as much control as possible. They are competitive, and like to “win.” They focus on the “bottom-line.” They expect people to get to the point and for the point to be communicated in a clear and forthright manner; they don’t like ambiguity or roundabout discussions.

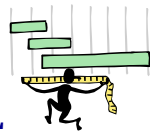
When planning a vacation – they will want to know the why about location, the best and fastest way to get there, what are we doing when we get there, and when are we doing it.



EAST – THE DREAMER

Easts are motivated by possibilities and “what ifs.” They can inspire others with options and a positive, abundant attitude. They get bored easily with routine and value “out of the box” thinking, brainstorming, and creativity. They love to innovate and discover new ways to do things. They don’t enjoy discussing or focusing on details.

When planning a vacation they are most likely to think up a plan, get everyone on board about how great it could be, and then want to leave all the details to someone else, assuming the tickets will get purchased and the hotel booked.



WEST – THE OFFICIAL

Westes are motivated by getting things right. They need to have facts and details so they get the right answers to the right questions. They will be practical and efficient in their words and actions without much emotion or concern about feelings. They will be methodical and rational.

When planning a vacation, they will consider and decide on every possible detail – even over plan. They won’t enjoy the vacation unless they know everything has a place and everything is in its place in the right order. They will have every day planned with agendas and timings worked out.



SOUTH – THE MEDIATOR

Souths are motivated by people and their relationships. They want people to be heard and cared for, and at times they can put themselves at risk of over-caring, over-doing, and even enabling. They love harmony and avoid conflicts. They value feelings and are looking for win-win solutions. They enjoy building teams and creating collaborative relationships.

When planning a vacation, they will want to pick a place everyone can enjoy. They will look for activities to meet everyone’s expectations so all can have a great time. They will go out of their way to ensure it’s a memorable time for each person, and be pleased if it is, upset if it isn’t.



TEAMS AND THE LEADERSHIP WHEEL

What value does the NORTH bring to the Team?

What value does the EAST bring to the Team?

What value does the WEST bring to the Team?

What value does the SOUTH bring to the Team?