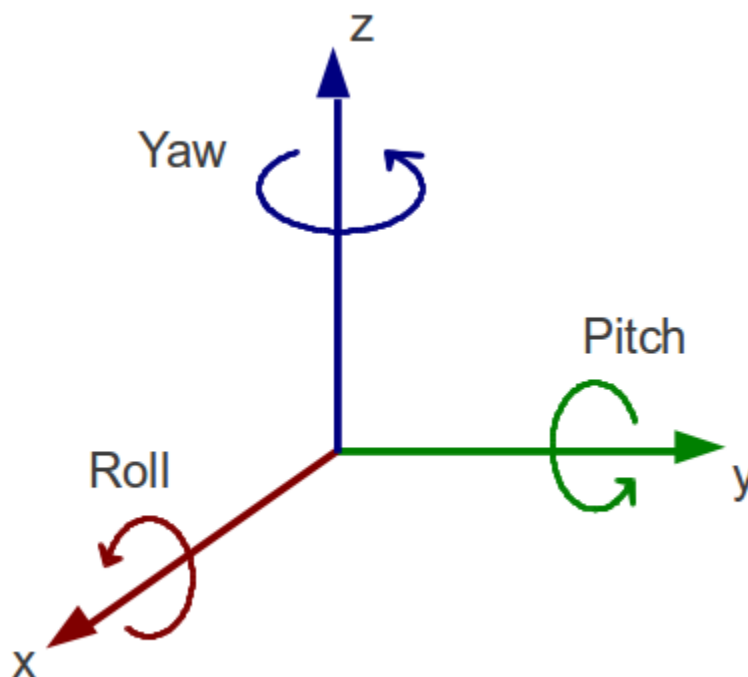


A blurred background image of a meeting room. A woman with dark curly hair, wearing a blue blazer, stands at the front of the room, gesturing towards a whiteboard. She is addressing a group of people seated at tables. The room has large windows on the left and a whiteboard on the right. The overall scene is brightly lit and slightly out of focus.

Multi-directional Leadership

In business, organizations must rely on multi-level and directional leadership. As in aviation, where aviators rely on multiple controls and forces to operate an aircraft safely, leadership relies on multi-directional influences and data. In aviation, pilots are governed by the information rendered by their instruments and the laws of physics. Moreover, aviators navigate their aircraft through three (3) axes. The three axes' aviators leverage is Pitch, Roll, and Yaw.



Let us describe these three axes. Pitch moves the nose of an aircraft up or down. Roll tilts the aircraft left or right. By tilting the aircraft left, the left-wing goes down while the

right-wing goes up. Yaw provides the aircraft's ability to change the direction of the nose to the left or right while keeping the longitudinal direction straight.

Through the three axes, aviators can steer their crafts up, down, side to side, and also yaw or slightly turn their nose in one direction or the other while following a straight line in a different direction.

This ability gives aviators enormous control over their aircraft and provides the ability to navigate through plausible adverse conditions. As a result, aviators control their machines and are entrusted with life, property, and great responsibility. This is certainly an attribute of leadership.

Like aviators, organizational leaders, managers, and executives can steer their colleagues, departments, and organizations across the same three axes. Commencing with the pitch, as in an aircraft, leaders can influence and lead up or down. Leading up or down implies that leaders can influence and manage those below as well as those above. Always remember that leadership transcends management, and not all managers are leaders, but leaders can lead from anywhere in the organization. In an

ideal situation, a great leader can influence those seated above him/her as those seated below him/her.

Now with pitch, leaders can leverage the roll; think of this as leaning left or right. As with aviation, the roll does not directly imply a longitudinal direction to the left or right but more an angle or influence on one side or the other. This axis can be leveraged by leaders to steer or influence certain participants and organizations in one area or another.

Lastly, let us discuss yaw. The yaw provides leaders the ability to continue in the path chosen while looking towards a different direction. This provides a great amount of situational awareness and the ability to recognize risk and overcome adversity.

As with aviation, leaders must entrust their instruments (data and insights) before their instincts. This means “trust” your data and information to make well-thought-informed decisions (be data-driven.) Do not navigate blind. Aviators typically say, “aviate, navigate, communicate.” This means handled the aircraft first, steer in a direction, and then say your intentions. Leaders must first manage and lead, strategize and then communicate. Be mindful that all communication should be and must be meaningful

and logical. Provide insight and value. Build allegiances and focus on champions. Do not try to convince those who are victims of change. Remember that any leadership initiative typically involves change.



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