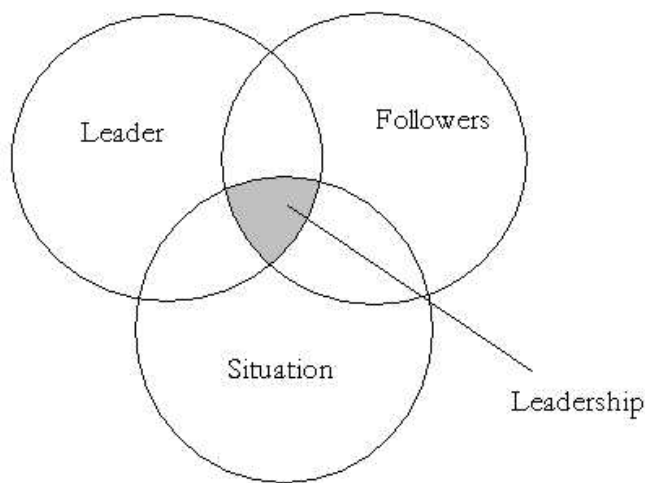


## The Use of Venn Diagrams to Illustrate an Effective Leadership Process

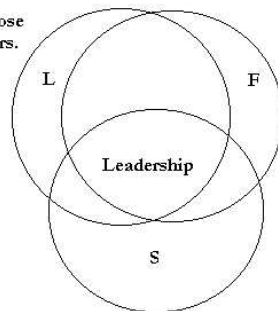
Since Hollander, and adopted by Hughes, Ginnett, and Curphy, the leadership process has been seen as the intersection and alignment of three elements: the Leader, Followers, and the Situation they all share. The use of a Venn diagram to illustrate this process is useful, representing visually how the process is (or is not) effective.

Leadership Venn diagram:



**Leader:**  
Pierre is extremely close to the workers.

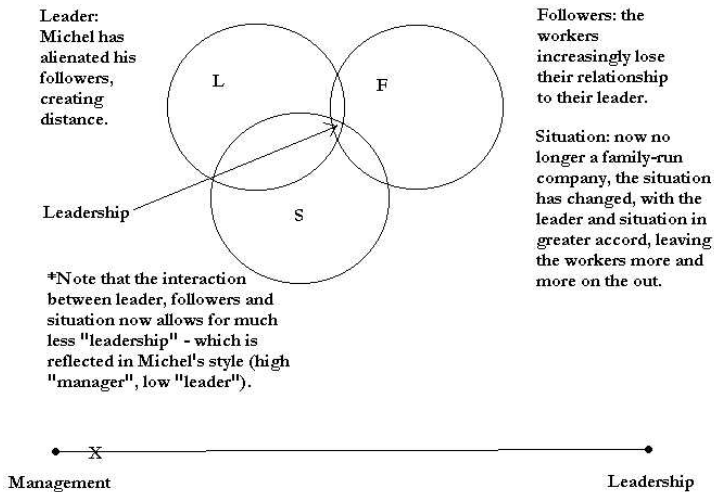
**Followers:** the workers are very close to Pierre.



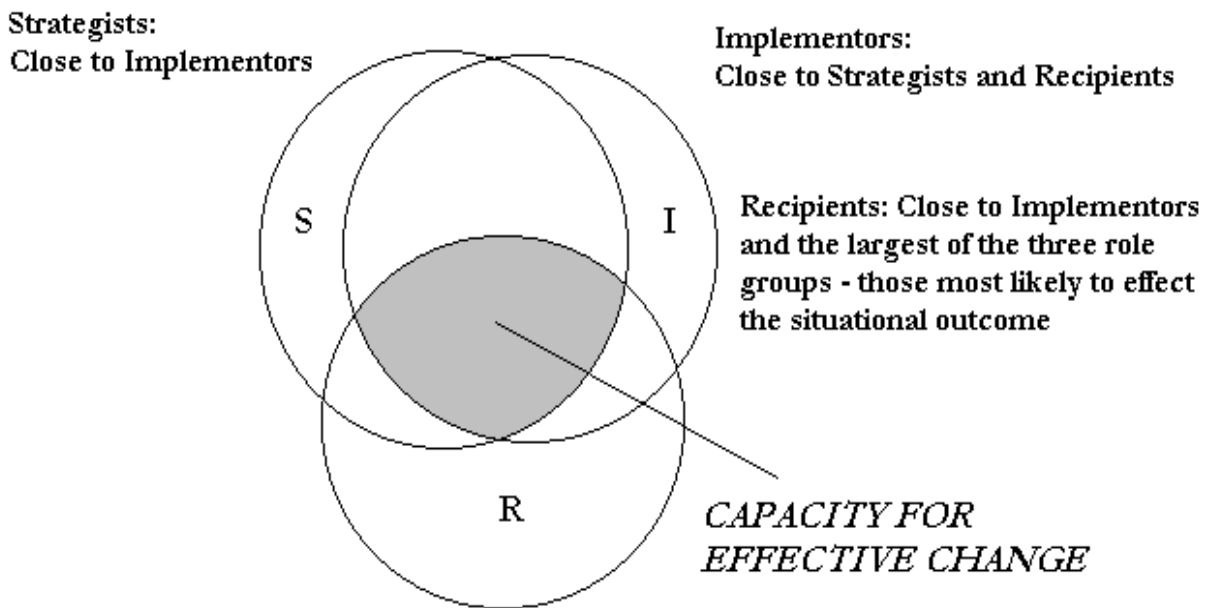
**Situation:** the company is family-run and close to its employees, allowing for close interaction between leader and followers.

\* Note that the interaction between leader, followers and situation allows for a great deal of "leadership" - which is reflected in Pierre's style (high "leader", low "manager").





Change Leadership Venn diagram:



Strategic Management/Leadership Venn diagram:

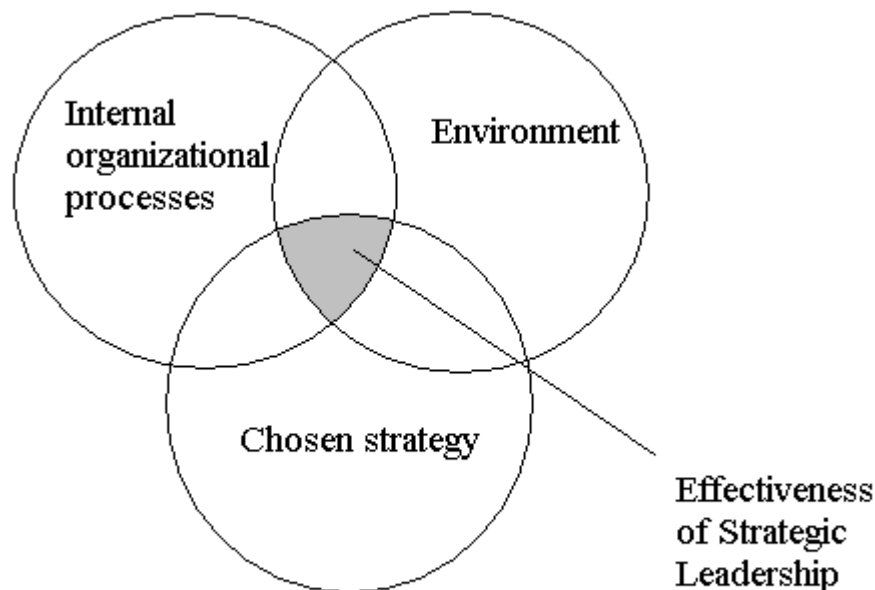
The three aspects of the Venn diagram correspond to the three "internal" dimensions of the Diamond-E framework, excluding Strategy – that is, Management Preferences, Organization and Resources. Each dimension is represented by a circle.

This represents the quest for internal equilibrium – each circle must exist "in proportion" to the others. If excessive attention or means is given to a particular

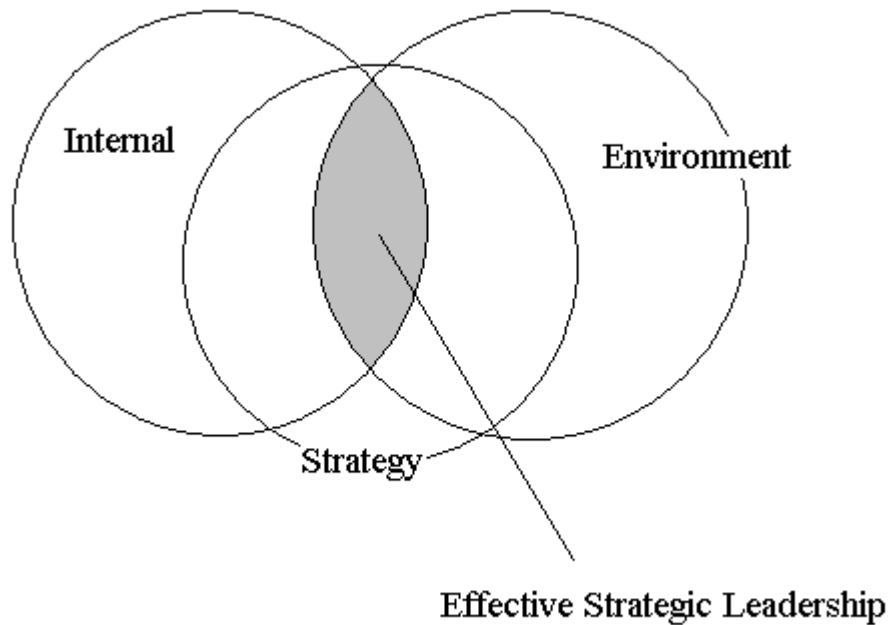
dimension/circle, it throws internal practice into disequilibrium. In this case, the dimension in question is represented by an outsized circle. If the dimensions are in equilibrium, they are represented by three evenly sized circles.

From here it is possible to extend the Venn diagram to represent the entire Diamond-E framework. In this sense, the “internal” processes and dimensions of an organization – once in equilibrium – are represented by one circle, with the Environment represented by another; the third circle is the Strategy required to keep these three circles evenly sized, representing, of course, equilibrium.

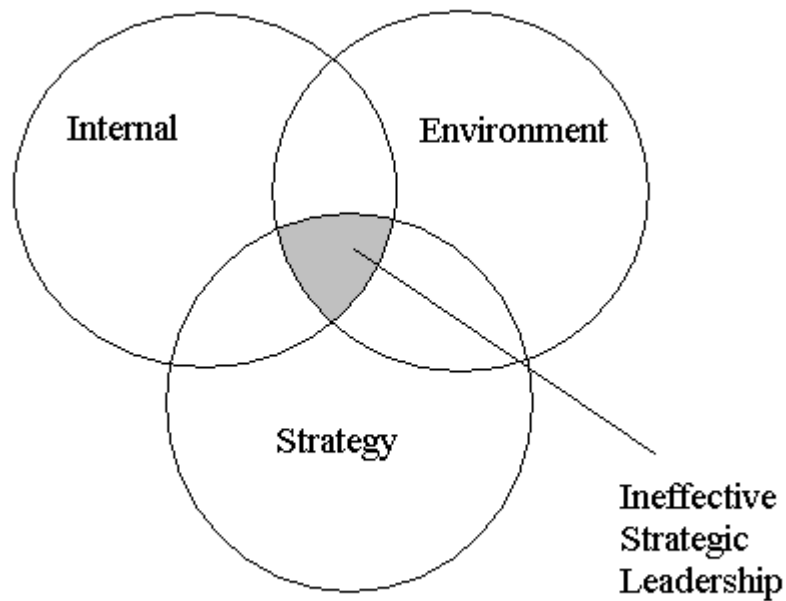
The area in the middle is how we can gauge the equilibrium. Leading the internal processes of the organization must meet the needs of the external environment (which is led by forces outside of the organization’s leadership); strategic leadership is represented in the third circle, but as it must balance the other two, the ensuing intersection represents the effectiveness of a chosen strategy. If the Internal and Environment are well aligned, the intersection will be large; if the chosen Strategy is well-aligned to both, the final intersection will represent a sound strategy.



The diagram below represents a general view of how strategic leadership can be effective depending on the interaction of the three elements, Internal processes, the Environment, and the ensuring Strategy chosen by the organization's leadership.



Here it is clear that when a strategy is chosen and well led, the interaction between the organization and its processes and the environment is close: the strategy itself shows just how closely and effectively the organization is aligned and attuned to the environment. The areas of the strategy circle at the top and bottom (where strategy does not intersect the other two circles) represents where the strategy is ineffective, but this area is overshadowed by the gray central area that shows just how well balanced the three aspects are.



In contrast, here it is clear that when a strategy is not well chosen and well led, the interaction between the organization and its processes and the environment may appear to be close (intersected and “aligned”), but strategy of limited effectiveness can frustrate (and be frustrated). The gray central area shows how well balanced the three aspects are, and how effect the chosen Strategy can be – yet there is a lot of miss: the areas of the strategy circle at the top and bottom where Strategy does not intersect the other two circles/elements represents where the strategy is ineffective, representing a waste of resources and opportunity.