



The Triple AAA© for leadership!



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The Triple AAA© is a leadership model, which refers to the leading principles of the alpha mare and alpha stallion of a herd of horses. Managers need both male and female leading qualities. Before we want to explain the Triple AAA© in more detail, we want to lose some words about the leading mare, what we could learn from her leadership behaviour and why we can benefit from her also when leading and motivating human beings.

The leading mare is that horse in a herd, which has the highest attention, the highest trust and the highest respect. Together with the alpha stallion the leading mare is responsible for the surviving of the herd. The main tasks of the alpha stallion are expansion and growth by reproduction as well as defending the herd against enemies or predators and other stallions from outside.

The leading stallion is a very experienced, physically strong and imposing animal.



The leading mare is responsible for the well-being of the herd, for giving structures and for keeping the rules of the group. It is the leading mare, which leads the herd to meadows with fresh green grass, to places for drinking and sleeping. She decides, when and where to rest or how long a sick or injured horse can stay part of the group or has to be left behind. She has the power to kick out horses of the herd, if they don't accept her rules. The leading mare is often not the most beautiful and biggest animal,

but she is the mental strongest and most attentive horse of the herd. She recognizes a lot and reacts very fast. She has convinced her herd, that it makes sense to trust and respect her. One part of the attention of each horse is always focused to the leading mare (one ear). If she moves in one direction, the herd follows her without questioning. The herd moves like a common unit, playful and obviously effortless with all its power in one direction.

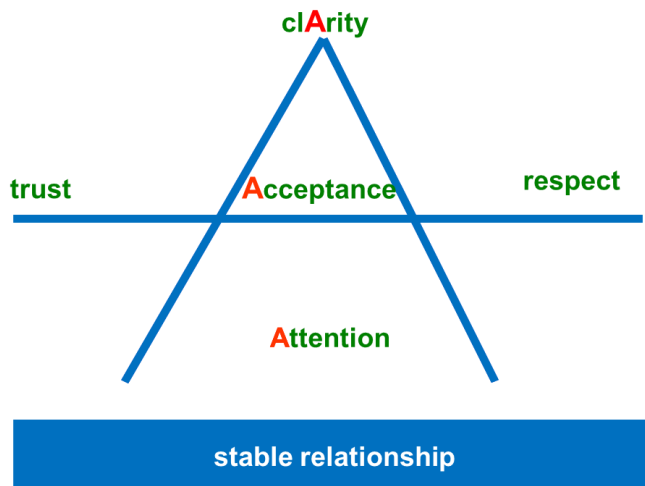
The position of the leading mare is in front of the group, the leading stallion defends the herd from behind. Only because of the clear task sharing between the leading mare and the leading stallion the surviving and growth of the herd is assured.

Male and female qualities are necessary when leading horses and human beings. The leadership module Triple AAA© is derived from leading behaviour of the alpha mare. The questions we asked ourselves have been:

- ➔ What is the key behaviour of the leading mare to be on top?
- ➔ What does the alpha mare exactly do to get the attention and acceptance of the group?
- ➔ What do we have to do when leading horses and people to get the commitment of each member and of the whole team in order to make team work easy, successful and even joyful?

The Triple AAA© assumes that if we have reached the commitment of our employees, we could establish all three As within a working relationship (team member, team or whole organization).

The fundamental basis of this leading principle is appreciation and interest in other living beings like horses or human beings in order to develop stable relationships.



The first A is attention: only, if we have the attention of the others it makes sense to communicate, to give instructions and to try to move someone in a certain direction.

The second A is clarity: only if I make really clear what I want or what shall happen – sometimes also with pressure – the other is able to understand, what he shall really do and he knows exactly what is expected.

The third A is for acceptance: acceptance with horses and human beings is reached, if trust and respect are in balance. Is the trust too low and the respect too high, then the other is afraid of the superior. Is the respect too low and the trust too high, then the other does not take his work seriously and the instructions of the superior. Both unbalances reduce the working potential of horses and human beings. In the first case the fear blocks the other for the work in degrees of influence, in the other case there is a lack of seriousness.

Both cases lead to the situation that deadlines and orders are not fulfilled in time and the personal initiative and the engagement of the employer or horse are missed.

As mentioned above the A for acceptance is the balance of trust and respect. This balance is very dynamic and it has to be brought to life again and again within a relationship. It is the task of the leading person or the alpha mare to recognize attentively and quickly, in which leading situation you have to work on the trust or on the respect.

According to Triple AAA© there are four main managerial problems within leading people and communication:

- ➔ missing attention
- ➔ missing clarity
- ➔ missing acceptance: respect too high – trust too low
- ➔ missing acceptance : trust too high – respect too low

Within the work with human beings and horses it is the task of the leading person to decide intuitively why the teamwork in the one or other situation is not optimal with the goal to improve and work on it. A combination of the four reasons mentioned above is possible and makes the analysis and estimation of the problematic situation more complex.

Example:

The superior explains a new task to his employer. The lack of the attention of an employer in a situation when giving job instructions can have several reasons:

1. Very high concentration on another task, the employer is sitting in front of his computer and is deepened in another task.
2. Missing interest in the superior, the employer is not listening or just a little bit listening to the instructions or he is bored by his superior.
3. Fear and nervousness because of another task or because of the leading person – the employer cannot concentrate on the superior, his mind is wandering to the other task or to the nervous feeling.
4. Tiredness and exhaustion

In all the situations mentioned above the attention of the employer is missed and the new job instruction is not heard. But in all of these situations you have to work on the attention in very different ways.

Whereas in the first case there is a real lack of concentration, we should draw the attention to us, in the second case we have to work on respect. In the third and fourth case we have primarily to increase and strengthen the trust and support in order to help the employer and maybe we have to postpone the new job instruction.

The example of the missing attention shows how intuitively, quickly and attentively decisions have to be made within leading processes. We have also to live with the uncertainty to estimate situations in a wrong way and thus maybe to behave in a wrong direction. In that case it is important to reflect and to recognize the own leading behaviour and to be open to learn and develop in order to change our leading strategy within this concrete situation.

With other words we have to be that attentive and quick like the leading mare.

The Triple AAA© is not a formula for success or the one instruction for successful leadership. It is more the trial to enable reflection and analysis in an easier way for managers and to support them, to perceive their leading behaviour and the behaviour of their employees more consciously in order to react adequate.

The basis for successful and flexible leadership work is the intuition and the trust to use our emotions as resource within the leading process of people and within the reflection and analysis in the case of communication and leading problems.

We can develop and sharpen this intuition, the emotional intelligence and the courage to follow our instincts – in the work with human beings as well with horses.