

“Lead-Develop-Care”
Shaping a Different Kind of Leader
By Terry Cook
Book Note by Dave Kraft

Good leaders are harder and harder to find. Whether you are a person of faith or not, historical records alone testify to the fact that Jesus stands as one of the most profound leaders in all of history. Our team found that many leaders were reactive rather than proactive. Even those who had a more proactive sense of management, however, often had little idea of how to truly develop and care for the people under and around them. Just because a person has integrity and strong values doesn't automatically mean they're skilled as a leader.

As a team in the Leadership Development Network, we discussed what we were learning. Drawing from our 120 years of collective experience as leader developers, we all saw the same thing; a plethora of good leadership ideas, concepts, and techniques, but no single, unifying framework. This framework fits three essential criteria:

The LDC process is:

Values-based, culturally relevant, and functionally effective.

The LDC process is:

Intentional: Initiate with purpose, recognizing that good leadership doesn't happen automatically.

Relational: Connect with people, as they are your greatest asset as a leader.

Incarnational: Don't only speak the message; be the message. Being and doing must be intricately linked for trust to develop.

Development: Coach toward growth, because good leaders help those they lead to succeed.

A friend genuinely wanted to know what he was supposed to be doing as a project leader; he wanted a fresh mindset and approach to his role. He just felt lost in the cafeteria of options.

An Overview of the Model

Lead ~ Intentionally influencing and enabling people to accomplish a given task

Develop ~ Intentionally strengthening people's capacity to grow and contribute

Care ~ Intentionally watching over and responding to the needs and well-being of people.

Good leaders aren't necessarily good because everything about leadership comes naturally to them; good leaders know their weaknesses, are willing to work on them, and also know how to help shore them up by utilizing the strengths of others.

I shared with one of our clients that the reason his team was frustrated was not due to his lack of genuine concern for them, but to the fact that, as the team leader, he wasn't taking them anywhere. They weren't moving toward a defined goal.

Good leaders make things happen through intentional leading, developing, and caring for others.

Primary Responsibility #1- *Lead*

The question is not how to lead without authority but how to use authority effectively.

We define leading as intentionally influencing and enabling people to accomplish a given task.

Intentionally

Intentionality is more than stepping up to the situation at hand. It also involves getting ahead of future situations. It means taking time to assess, think, and plan. Weekly reflection is a first step toward becoming proactive rather than reactive.

Enabling- Leaders have to go beyond an inspirational challenge to actually equipping those they lead to fulfill that challenge.

Given- Sometimes the "given" was assumed rather than clarified and agreed upon.

The four key operational aspects of *Leading*

1. Set Direction

Where are you going with all these activities? What's the overarching goal or goals you're trying to accomplish through them?

What kind of leaders do you want to produce as a result of your organization, and how are these activities achieving that?

More Than Naming a Target, setting direction is about having a target, but it's not only about naming that target; it's about having a clear plan for reaching it.

We need to get past the superficial and the ambiguous. To set direction well, you have to do much more than share the final goal. You need to offer more concrete steps for getting there.

How to Set Direction:

- Who should be setting direction?
- Where are we going?
- Why are we going there?
- What does success look like?
- What are our current realities?
- Which boundaries do we need to get there?

The secret of concentration is elimination.

2.Align

Get everyone and every aspect of your team moving in the same direction.

Thinking- Understanding- Perspective- Attitudes- Actions

Actions: Thinking must be translated into actions. Those actions, in turn, need to be aligned with the direction set.

Be busy with the Right Things

Dawson Trotman, the founder of the organization for which I work, is known for saying, "Activity is no substitute for production."

In the list of actions that your people can control, have them find the ones that actually affect outcomes.

Our team broke down the questions one client should ask to ensure success

- Right results: What are you after? (For example, recruit new staff to join the team.)
- Right actions: What does a leader need to be doing to be successful at achieving this result? What are the two or three things he must be doing?
- Right way: Of these two or three key things the leader need to be doing, what is the best way to do each one?
- Right time: Of the right things done the right way, what is the best sequencing of those actions?

3.Motivate

Four Motivating Factors

- Life- Everyone wants to really "live" life.
- Relationships- No one wants to be all alone. We all long for true intimacy.

- Growth- People long to reach their true potential.
- Purpose- We all want who we are and what we do to make a difference in the larger scheme of life and history.

4. Manage

Being Present- Effective management involves bringing structure and accountability, so your presence is important.

Evaluating Honestly. We find these questions helpful in evaluating people:

- What are your responsibilities?
- What does it look like to do those responsibilities well?
- How competent and confident do you feel in doing them?
- What would increase your competence and confidence?
- What is your plan to get that development?
- How can I help?

Stewarding the Future and Present- Planning- Organizing- Guiding- Assessing.

Guiding is not micromanaging. Laying down guidelines involves providing just enough assistance to enable people to reach the desired destination.

Primary Responsibility #2- *Develop*

We talked to former staff, current staff, and the leader Chad in a particular organization with whom we consulted. Eventually, our probing revealed a common thread: A lack of appreciation and development of his team members. Leaders who intentionally develop those they lead are the ones who bring out the best in their people.

We define develop as Intentionally strengthening people's capacity to grow and contribute

Strengthening- Let them do most what they do best.

Capacity- You want to help them expand their current capacity- but not to the extent that you use them up and burn them out.

Leading with a developmental mindset will involve intentional thought and planning on your part. When you're truly developing those you lead, they will feel empowered by an experience rather than used by it.

Learn to ask Questions Such As:

- How can I help this person be successful in her job?

- How can I help him develop in his role as a project manager, as a department head, as a regional director?
- Is the person more of an auditory or visual learner?
- Does she like just enough information to get started and to then be unleashed? Or does she prefer close coaching as she moves forward?
- Is he an extrovert or an introvert?

As you develop your people you are trying to improve their Thinking, Behavior, and Skills

Thinking For real, lasting change and growth to take place in those we lead, we have to address their thought process, not only outward actions.

Personal behavior

For example, consider the following about the people you lead:

- How do they handle stress and pressure?
- Do they tend to promote themselves?
- Are they defensive when challenged or criticized?
- Is their general demeanor one of being critical and negative?
- Do they mostly encourage others, or do they tend to put others down?
- How do they handle success and praise?
- How do they function on a team?

In case after case, we've seen one single team member's troublesome behavior become the factor that ultimately dooms a leader.

Here are the four prongs of emotional intelligence that you need to understand to help develop the behavior of those you lead:

- Self-awareness
- Self-management
- Social awareness
- Relationship management

Learn how to Initiate a dialogue and not merely a monologue with those that you coach, guiding them through a self-discovery process.

The three key operational aspects of *Developing*:

1. Teach

My team and I conducted some exit interviews and uncovered a pattern in the responses. People were leaving because of poor experiences with their supervisors. There is the necessity of continuing education for ALL people, no matter where they stand in the organization. There needs to be the learning and sharing of new Information: Part of your strategy as a developmental leader must include exposing your people to fresh ideas.

2. Model

I Watch You/ You Watch Me: There is a vast difference between cognitive knowledge and experiential understanding.

Why Two-Way Modeling Is Often Lacking:

Mistake #1- We equate information assimilation with training. Training involves not only information dissemination (teaching) but also experience with observation (modeling) and feedback (coaching).

Mistake #2- We substitute reports for presence.

Few things stifle workflow more than a boss who can't let go of the steering wheel!

Mistake #3- We substitute virtual presence for actual presence. Virtual presence (e.g., videoconferencing, voice conference calls, or similar mechanisms) should not be the exclusive means of interaction.

Mistake #4- We don't expend the time and resources needed to make modeling (and other aspects of development) possible.

In-person presence is essential and irreplaceable. When you leave Your Office- Always Take Someone with You

3. Coach

The critical need for coaching. The late Dr. Howard Hendricks of Dallas Theological Seminary said, "Teaching without coaching is a waste of time."

What Is a Coach?

Whereas teaching is primarily about instruction, and modeling is about observation, coaching is about improvement.

In the LDC team, we say it this way: You may be good. You may even be better than everyone else. But you will never be as good as you can be without a coach.

Types of Coaching:

Directive- The coach sets the agenda and assignments and assesses against a known model.

Nondirective- The coachee (rather than the coach) determines more of the agenda.

Primary Responsibility #3- *Care*

We define care as Intentionally watching over and responding to the needs and well-being of people.

Intentionally- Watching Over- Responding- Needs

In an office setting, some areas of need within your purview may include the following:

- The need to be noticed
- The need to be acknowledged for effort and work
- The need to be appreciated and valued
- The need for feedback
- The need to be taken seriously
- The need for help
- The need to voice their thoughts and ideas (and to be heard)
- The need to make a contribution

Well-Being: Care is the most felt neglected area in leadership.

The four key operational aspects of *Caring*:

1.Know

A few of the big areas in which people differ:

Personalities and Preferences - Gender - Race and Ethnicity - Generational Differences - Life Stages

Obstacles: The Fear of Being Known – Disinterest

2.Connect

What it Takes to Connect:

Your Understanding- The point is understanding and recognizing how the other person thinks or feels.

Your Presence- A leader's presence says to those he leads, "You matter to me." Showing up makes a difference.

Your Time- Related to being present, you also need to give your time if you're going to connect with someone.

Your Attention- Your presence and time are important. However, you take these connection points to an even greater level with your attention.

Your Questions- Another key way to connect with those you lead (or with anyone around you) is by asking good questions.

Your Enablement- As humans we all seek approval of others. (...) And giving that enablement is another way for us to connect with our team.

3. Provide

What and How Leaders Provide: "those we lead are supplied with the resources, materials, opportunities, and engagement they need to be successful in what they've been asked to do."

Nontangible Provision: "If the raw talent is there, what all younger leaders need is to know that others they look up to care enough about them to provide them the opportunity to demonstrate that talent. To know that someone believes in them and will take a risk on them." Unwelcomed

Provisions: ..."young people don't need an absence of obstacles but, rather, the opportunity- and skills-to tackle obstacles head-on and to persevere and succeed through them.

4. Protect

Future potential rather than demonstration of past results seemed to be the primary basis for the nomination. Protection from What? Leaders need to protect their people from themselves, certain failure, and other people.