Lead Develop Care: Proactive Leadership for Competitive Advantage

Leader Development Workshop

Day 1

1100-1630 (1100 to 1145 — informal lunch)

1200   Introduction

This block introduces the Lead Develop Care framework and highlights difference using this approach from other leader development classes they've attended or encountered. We introduce the 2 most important distinctions of this model: the need to be Intentional and the criticality of applying their leadership to Individuals (rather than generic "groups" like flights, squadrons, wings, etc.). We then contrast the "grab bag" or "trial-and-error" approach with a decision-making approach using a diagnostic framework. We do this by having a short "Lightning Round" small group exercise.

Block 1: **The Primary Responsibilities of Leadership**: <u>What</u> must leaders do?

The bulk of the block introduces the first component of the framework (the inner circles on the LDC graphic): the three critical activities every leader must do proficiently in order to lead well. These actions are called the "Primary Responsibilities" of leadership: Lead, Develop, and Care. Specifically, we reinforce what these familiar words mean within the context of the framework. Our definitions are specially created to give students an understanding of what effective leading, developing, and caring looks like (we're aligning the students to a common definition). Our aim is for students to think about these terms using our definitions and evaluate their abilities accordingly.

In this block, we look at each "primary responsibility" individually, discuss why we define them the way we do, and emphasize how our definitions levy requirements on leaders that are often overlooked or minimized. In addition to the instruction, we use 2 exercises (one small group and one individual application).

Film Analysis Exercise: designed to help students "see" the Primary Responsibilities in action.

Definitions Exercise: designed to help students identify their Strength, Stretch, and Struggle AND begin to think about how to self-develop in their area of "Struggle"

Block 2: **The Operational Aspects**: How do leaders Lead Develop and Care more effectively?

The Operational Aspects (the outer ring of the model) help leaders understand HOW to employ the Primary Responsibilities effectively. Each Primary Responsibility has four essential Operational Aspects that MUST be done proficiently (and intentionally/individually) in order to lead well. In the remaining blocks, we focus on the Operational Aspects in detail. We not only discuss what the Operational Aspects are, but also what they're not. Our goal is to give them a clear picture of what each aspect requires of them and the implications that result from ignoring them. Each Operational Aspect sub-block has at least one exercise to reinforce the point and enable the students to practice using the framework.

Block 2a: **LEAD**

Set Direction: Identifying the TARGET amidst changing circumstances

Align: Bringing the team TOGETHER (ensuring each individual understands how they fit into the task)

Motivate: Releasing each subordinate's ENERGY (each subordinate will be motivated differently)

Manage: Providing the necessary OVERSIGHT (the leader must apply the appropriate level of oversight for each of his/her subordinates)

Film Analysis Exercise: Small group exercise designed to help students recognize the Operational Aspects in action

Case Study Exercise: Small group exercise using a tailored case study (to the class demographic). Each group must decide and justify what Operational Aspect is the "priority need" for their assigned "subordinate." Next, they must develop a proposed solution to address that need given the unique characteristics of the subordinate.

Day 2 0800-1230

Block 2b: **DEVELOP**

Discover: IDENTIFY what needs to be developed?

Teach: Giving new INFORMATION, new insights, new perspective

Model: Ensuring OBSERVATION (demonstrating to subordinates what right look like using the "you watch me and then I'll watch you" approach)

Coach: Providing timely FEEDBACK

Film Analysis Exercise: Small group exercise designed to help students recognize the Operational Aspects in action

Development Matrix Exercise: Individual self-application exercise designed to help students be intentional about the way they intend to develop one of their subordinates (or, perhaps, self-develop)

Block 2c: **CARE**

Know: Generating AWARENESS (are leaders "aware" of the people who work for them?

Connect: Building UNDERSTANDING (moving from awareness to demonstrating that they "see" their subordinates as human beings and not just cogs in a machine)

Provide: Supplying RESOURCES (we highlight the many different ways leaders should be "resourcing" their subordinates)

Protect: Ensuring SAFETY (we highlight the many different ways leaders should be "protecting" their subordinates)

Special Emphasis Point (based on lessons learned from previous seminars, we know this is a major struggle area for leaders):

How to view "Discipline" as a form of Care

How to "Care" adequately without "over-CARING"

How to recognize when they're caring adequately

How to recognize when they're caring too much

Block 3: **Using the Framework** to diagnose "root cause" or "priority need".

This block is the culminating block that demonstrates to students how to use Lead Develop Care to "think like leaders." This is the block that has the greatest impact on students because they experience how this framework leads them to better decision making.

Application Exercise 1: **The FACE Tool** (individual assessment using a personal leadership challenge or opportunity they are currently experiencing)

Application Exercise 2: **The THINK TANK** (class-wide exercise taking the FACE Tool and inviting other trained colleagues into their problem-solving process)*

*This exercise is ALWAYS highly rated. It is designed to show students the value of allowing others to participate in their problem-solving. The most common feedback we get is the desire to do more of them.

Finale: Course Wrap-up, Surveys, and Course Completion Certificate presentation (if desired by the host)