

# Executive Summary

*Lead, Develop, Care -  
Shaping a Different  
Kind of Leader*

**by Terry Cook**

# The Model

**T**he reality is that few leaders have an effective model that shapes their understanding and practice of leadership on a day to day basis. Most of them are driven by the tyranny of the urgent, the demands of personnel or the pressures of production. In other words, **they're driven by externals.**

***It's time for a different kind of leader.***



It's time for a different kind of leader. A leader who initiates as well as responds. Who seeks to build others rather than use them. Who gets things accomplished while developing people along the way. To get there, we have to rethink our leadership.

That's where our model comes in. It's simple and easy to remember. I use it throughout the day as I lead and coach leaders. It has three Primary Responsibilities along with Operational Aspects that make each actionable.

## The LDC Model:



**Every people leadership issue can be initiated or addressed with one of these three responsibilities.**

The effective leader is one of capacity, competence, and trust. One who gets the job done and also develops and cares for those he or she leads. Who wouldn't want to have this kind of leader as their leader?

When I listen to or assess a leadership situation, my first question goes back to this model. I ask, "Is it a lead issue? Or a develop issue? Or a care issue?"

Once that is determined, I go to the outer ring of that responsibility. What Operational Aspect(s) needs some attention? What are the Practical Steps to getting there? What do they mean and how do they work?

In the following sections I'm going to define each section of the model for you along with its Operational Aspects to help you put them into practice.

# Defining the Model: Lead

I asked one leader what his definition of the word “lead” was. After some “well,” “um,” and “uh” he finally blurted out, “Well, you know.” I smiled, looked him in the eye and said, “No, I don’t know. Could you tell me?”

The fact is that most leaders don’t have a clear, useable definition of leadership that shapes their practice. Here’s mine.

## Lead Defined:

*Intentionally influencing and enabling people to accomplish a given task*

**Intentionally** - implies on purpose with initiative. It is both pro-active and responsive. It is moving into events, circumstances, and the future with intent. **The intentional leader makes things happen.**

**Influencing** - the power to affect. Have you noticed in almost every office there is the positional head of the office and there’s someone who actually influences everyone? **Merely having the positional title does not always equate to the power to affect.**

**Enabling** - to make possible. Leading effectively also carries the need to help enable those we lead to be successful.

**Accomplish** - to bring to successful completion. The goal of the leader is to complete the task.

**Task** - that which needs to be done. Leadership always begins with a task.

It's a simple and clear-cut definition that helps me daily. **We lead by intentionally influencing and enabling our followers to accomplish the task at hand.**



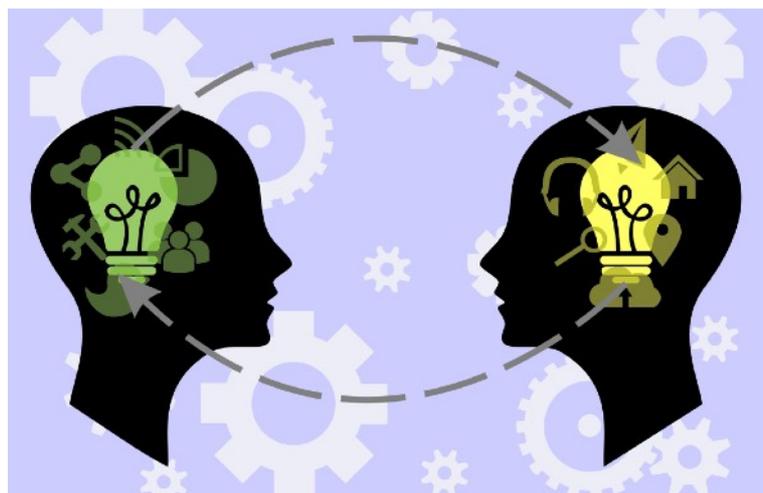
**The goal of the leader is to complete the task.**



# Defining the Model: Develop

**O**f the three primary responsibilities of leadership, Develop is the one most lacking. And yet, we see companies spend billions of dollars each year on “leader development.” But look at the results. The common questions still are, “Where are the leaders? Why are there not better leaders? With all this investment of time and money, why are the outcomes so dismal?”

Most leader development today is merely information transference. Example: You can ace a test on the principles of juggling and not actually be able to keep three balls in the air. Merely receiving information and then regurgitating it back in



some form of assessment does not equate to actually being trained or developed in that area. This is where most “leader development” material falls tragically short. It is “leadership” development, not “leader” development. And there is a huge difference in the two.

***We need to rethink our thinking.***

## Develop Defined:

*Intentionally strengthening people's capacity to grow and contribute*

The saying that “more is caught than taught” is true only to a point.

**Strengthening** - implies improving on something that is there.

**Capacity** - actual or potential ability to perform or contribute.

**Grow** - to increase or come to be by degrees. We have found that if people are increasing in their capacity to grow and contribute, then increased production is simply the normal outcome.

**Contribute** - to give or furnish. We find few employees who really want to just put in the minimum hours to draw a paycheck. What's lying just below the surface is the longing to bring who they are and what they have to the table so as to make a difference.



*Leading with a developmental mindset means intentionally looking for opportunities to strengthen others' capacity to grow and contribute while accomplishing the task at hand.*

# Defining the Model: Care

**W**hile the biggest responsibility that is missing in leader development is actually Develop, Care is the most felt. Typically I'll hear followers share how they know their leader cares for them, but they don't feel it. Often a distance exists between a leader's intent and his actions, paralyzing his ability to make his followers feel cared for.

## Care Defined:

*Intentionally watching over and responding to the needs and well-being of people*

**Watching over** - this deals with awareness and recognition. Many leaders just don't see what's before them. They are too busy or distracted with other things to really see. Others don't want to see. Humans are complex creatures. Some leaders feel it's better to view them as products that perform than as real people who have dreams as well as baggage.

**Responding to** - to exhibit some action toward. It's one thing to see. It's quite another to actually do something toward it. The lack of this reminds me of the old joke about the man who loved his wife so much he almost told her.

**Needs** - a lack of something wanted or deemed necessary. One of the leader's primary goals is to help those they lead be successful in accomplishing the task before them and making the best contribution they can. We all have needs. How can the leader meet some of those needs toward that goal?

**Well-being** - a good and satisfactory condition of existence. This is doing what is best for the person. It's helping those you lead know that you have their best interest at heart.

It's not enough to have good intentions and feelings about the people you lead. An effective leader intentionally watches over and responds to the needs of his or her followers.



# The LDC Model



# Operational Aspects of Lead

**T**o increase the functionality of each of these, we have added an outer circle with what we call the Operational Aspects. The first one for Lead is Set Direction

**Set Direction** - A leader must take time to think, plan, and figure out the direction to steer things. This is not something that is obvious and often the things that seem most obvious tend to be shortsighted with no long term advantages.

Setting Direction is more than the mission statement on the wall in the office. Mission Statements are important but really only tell you which game you're playing. From time to time, you need to take the Practical Step of walking through the questions below to help determine where you are currently in that game.

**Who?**

- Who needs to be involved in setting direction?

**Where?**

- Where are we going? What are the outcomes we're after?

**Why?**

- Why are we going there? Is there a good rationale?

**What?**

- What does it look like when accomplished? What is success?

**What?**

- What are our current realities? Do we need to set a new, temporary direction in light of where we are?

**Which?**

- Which boundaries will get us there? What drives success?



**Align** - To adjust according to a line. Getting everyone and everything moving in the same direction within the same boundaries.

**Thinking:**

Is everyone on the same page in terms of understanding, perspective and attitude?

**Actions:**

What are the right actions done in the right way at the right time that bring momentum and get results?

**Resources:**

What's needed and when? How can they be secured?

**People:**

Who are the right ones who can make it happen?

**Motivate** - helping people with the “want to”. Everyone needs motivation and yet each is motivated differently.

**Rewards:** What will we gain if we succeed?

**Consequences:** What will we lose if we don't succeed?

**Security:** Am I creating positive organizational health where there is minimal politics, minimal confusion, high morale, and low turnover? Is there safety and fairness?

**Empowerment:** How can I provide opportunities for self-direction among those I lead?

**Personal Development:** How can I provide opportunities for them to increase their skills and competence?

**Purpose:** How can I tie their work and contribution into a meaningful purpose?



**Manage** - overseeing the work of others. Many leaders fail because they see their role primarily as sharing the vision and then assuming the details will fall into place. Instead of falling into place, they often fall apart. Here are four elements to consider.

**Planning:** What are the “what, when, and how?”

**Organizing:** Are “the right people on the right bus in the right seats?”

**Guiding:** Am I providing controls and accountability to empower them?

**Assessing:** How do we evaluate and adjust to mid-course changes?

An easy way to remember the key aspects of  
Lead is with the acrostic **SAMM**.

**S**et Direction

**A**lign

**M**otivate

**M**anage

# Operational Aspects of Develop

**H**ow many seeds are there in a typical apple? Five to seven.  
Now, how many apples are there in a seed? It depends!

**It depends on what happens to the seed.**

Where do most apple seeds end up? In the trash can or tossed out. Never able to bring forth the fruit that was within them.

But if you plant and water the seed, cultivate and tend to the soil, fertilize and nourish, prune and shape it over time... How many apples are in that seed?

Hundreds, maybe thousands or perhaps even millions if the process is repeated.

The core question is: What do you do with the seeds?



**The people we lead are like those apple seeds.  
Their potential is drawn out in large part by  
what we do with them.**

## The Operational Aspects of Develop are:

**Teach** - information. To help others to rethink their thinking, they need new information. Their old patterns of thinking need to be challenged with new concepts. Leaders are learners and information is essential to their learning.

**Thinking:** What do they need to know? What is the best way for them to learn it?

**Behavior:** What do they need to learn about the effects of their behavior?

**Skills:** What would increase their understanding and performance?

**Model** - observation. This is the old apprentice approach to developing. It requires presence and time. Today, we tend to rely too heavily on seminars or reports rather than letting them watch us and us watch them.

**Thinking:** How does what they are doing reveal about what they are thinking?

**Behavior:** What do they need to see? What do I need to see them do?

**Skills:** What enhanced skills would increase their contribution?

**Coach** - improvement. We all need feedback and perspective in real time on real situations for improvement to happen. That's what coaching affords. An experienced and somewhat objective perspective on observed behavior and thinking. Leaders will never be as good as they can be without a coach.

**Thinking:** What feedback do they need? What perspective would help them?

**Behavior:** How is their behavior impacting their effectiveness?

**Skills:** How can I help them get to where they want to go?

In each task at hand ask yourself, "What needs to be done and who can be developed in doing it?" This is what we call *leading with a developmental mindset...* accomplishing the task and developing others in the process.

# Operational Aspects of Care

**C**are turns heartfelt intent into demonstrable action. There are four Operational Aspects to Care that ring true for everyone despite personality and preference.

**Know.** The awareness and recognition of people's needs, situation and well-being. It requires time, effort, and a refocusing of our attention from ourselves to others.

**Family:** Who are the significant people in their lives and how are they doing?

**Desires:** What are the things that get them excited or that they want to see accomplished in their life?

**Pains:** What are the things that are weighing them down? What things do they dread?



**Connect** - The ability to communicate that one understands and empathizes with the feelings, thoughts, and experiences of others

**Identifying:** How could you identify with the challenges and struggles this person or team is facing?

**Empathizing:** How can you empathize with someone even when you do not agree with them?

**Personality:** What is their personality profile (Myers Briggs, DiSC, etc.), temperament, conflict style? Are you relating with them in a way that is in line with their personality?

**Provide** - Making sure that they have what they need for success and well-being. Things like opportunity, access to needed resources, or feedback and assessment.

**Resources:** What resources, connections, tools, finances or authority does this person need to be successful?

**Emotional:** What encouragement, affirmation, challenge, pep talk or support do they need to succeed?

**Personal:** What can you do to open opportunities for their growth, development, and contribution?

**Protect** - Being aware of the dangers your people face and leveraging your role to bring safety and predictability. Leaders have a unique position and capability to take those they lead “under their wings”.

**Environment:** How can you create a safe and predictable environment for them?

**From peers:** Is there anyone trying to derail them (intentionally or unintentionally)?

**From themselves:** Should you hold them back from a promotion they want so that they can be further developed for success in that role?

# Conclusion

**S**o, how do you use the model? Whether at work, home, or wherever you have others who look to you for some degree of leadership, you can use it diagnostically. Superimpose this over the issue by asking - is this a Lead issue? Or a Develop issue? Or a Care issue?

Then, go to the Operational Aspects for that element. For Lead, is the thing I need to focus on now Set Direction, or Align, or Motivate, or Manage? From there, apply the questions that help you think through that particular Aspect.



You can also use the model to plan. Rather than merely responding to the current reality, you can get out ahead of it by thinking forward. What should Lead look like as I move into this responsibility? Given the people or team I will have, how can I begin to Develop them so that I'm leading with a developmental mindset? What could be some things I can start doing now to communicate Care for them?

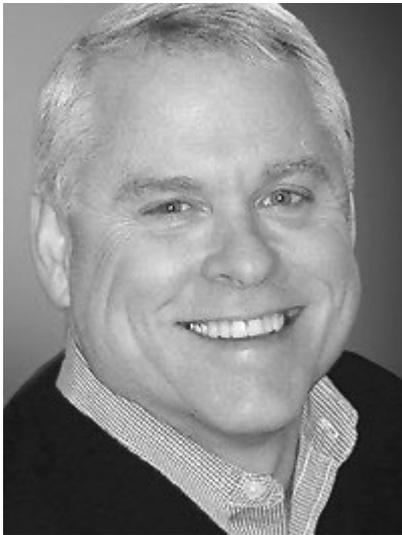
Everyday it can serve as a helpful, proactive model for your leadership. That's what Mark began to do. This model empowered him with a practical framework from which he could effectively lead, develop, and care for those on his team as well as his family. The mystery was taken out. His capacity and competence grew. He became a leader others wanted to follow.

My hope is that this is more than inspirational. As we like to say, “Insight feels like change. But real change comes from putting it into practice.” This model has helped me and thousands of others all over the world take the mystery out of leadership and grow us into Trusted Leaders.

**Try it. Use it. And follow us for more practical insights and tools.**

[Order the book on amazon.com](https://www.amazon.com)

## ABOUT TERRY



*Terry is a leader, teacher, coach and change agent. His passion for leading and coaching has ranged from helping university students to leaders on Capitol Hill to leaders in non-profit agencies across the globe with crucial, contemporary principles and practices of life management.*

**TERRY COOK - FOUNDER LDC TEAM**

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