The 5 Cs of Leadership

Walter W. Hoff
Development First, LLC
Our Leadership Journey

• Purpose
  – Explore what is most important in leading people, a process, or yourself

• Process
  – The 5 Components that make a great leader

• Payoff
  – Apply the concepts to be a more effective leader in all aspects of your life
My Background

• 29 years in corporate
• 25 years in Pharmaceutical/Biotech
• Sales, Sales Management, Marketing, Human Resources, Training & Development
• Started a leadership development consulting firm April 2007
• MBA, Marketing, Pace Lubin School of Business, 1988
Leadership Defined

“The ability to inspire people toward a common goal even when they may think it is unattainable”

Walter W. Hoff
Leadership Defined

“A relationship of service to people and purpose”

James M. Kouzes & Barry Z. Posner
Authors of the book, “The Leadership Challenge”
What Leadership Is Not
Leadership
Components of Great Leadership

“The 5 Cs”

• Communication
• Collaboration
• Collector of Great People
• Catalyzer
• Courageous
What Leaders Are Expected To Communicate

• Vision – create the future
• Mission – our purpose for being
• Strategy – how we are going to get there
• Tactics or execution – what are we going to do exactly to achieve our strategy
Establishing A Vision

“Begin with the end in mind”
Stephen Covey
The 7 Habits of Highly Effective People

Big Brothers Big Sisters of Bucks County, Pa.

#1 in the field of youth mentoring, recognized both locally and nationally
How Leaders Communicate

“Communication is the primary tool that leaders have to bridge vision and strategy to other’s actions”

Terry Pearce, Author
Leading Out Loud
“Find Your Voice”

• What you care about, your convictions
• Taking a stand for something based on values you deem important
• State your purpose
  – Brief, simple, passion
  – Facts, data, anecdotes, quotes, metaphor and imagery
  – Speak from the
Listen

“Two Ears, and One Mouth”

What’s the message here?
Listen

• Active listening
• Respond with empathy
  – Give back the facts and feelings
  – Put yourself in their position
• Consider other’s viewpoints in devising or driving strategy
• Involve your people in action plan or strategy development
Call To Action

• Get them to commit
  – You go first
  – Lead by Example

• Handle resistance
  – Spoken and unspoken
COLLABORATION
Collaboration Exercise

• Think of a situation where someone influenced you to do something that you had not considered or said you would not do.
  – What did that person do or say to convince you to do it?
  – What methods or process did they follow?

• Discuss with a partner for 3 minutes

• Be prepared to share with the group
It’s About Influence

• Lead by influence, not position power
  – Flatter, “matrixed organizations” today vs. in the last century

• Sell your ideas
  – Vision with passion
  – Visuals, stories, metaphors, analogies
  – Hands on experience

• It’s all about teams
  – Teams go through phases of development
Building Trust

Research Fact:

• A study recent study of more than 7,500 workers on 4 continents revealed these startling statistics
  – 75% agree or strongly agree to a question on do they trust their direct manager
  – 53% agree or strongly agree to the same question when asked about the most senior leaders in their organization

Source: BlessingWhite
Trust

“The dynamic that exists when 2 people see no threat to each other and see potential benefit from being better connected.”

Author Unknown
Building Trust

• Integrity
• Listen
• Open, sincere communication
• Involve others in decisions
• Do what you say
• Treats people with respect and fairness
• Competence
Collector of Great People

• Competence – can they do the job?
  – Questions that tell you how they have done the job, not can they do the job
  – Objective information you gather that helps you decide whether they are the right “fit” for the company, job, or industry
  – Look for behavior: their actions that led to success

“Future success is predicted on past behavior and past success”
Collector of Great People

Diversity

What It Ain’t

• Cultural differences
• Racial differences
• Gender differences
• EEO or affirmative action
• Lowering hiring standards
Collector of Great People

Diversity

What It Is or Should be About

• Different backgrounds
• Different experiences
• Different approaches
• A reflection of the marketplace you serve
• Good for the bottom-line
Collector of Great People

Diversity Defined:

“The mosaic of people who bring a variety of backgrounds, styles, perspectives, values, and beliefs as assets to the groups and organizations with which they interact”

Tina Rasmussen – ASTD Trainer’s Source Book, Diversity
Collector of Great People

Great followers, people you can:

• Trust
• Tactfully challenge you
• Take initiative to make things better
• Bring the solutions, not just the problems
• People who can lead themselves
Catalyzer

- Inspirational communicator
Catalyzer

• People Development
  – Coaching
  – Career Progression
  – Promoting People
  – Firing People
“Coaching is the process of equipping people with tools, knowledge, and opportunities they need to develop themselves and become more Effective...coaches don’t develop people, they equip people to develop themselves.”

From the book “Leader As Coach” by David Peterson, PhD & Mary Dee Hicks, PhD
Coaching is a continuous process that is individualized based on where the person is in experience, development, and job performance.
The Goal of Coaching

Continual Improvement Over Time

Approach to Coaching

Focus on a few competencies at a time
Strive for consistent behavior improvement
Then, go on to other competencies
“If you have always done it that way, it is probably wrong.”

Charles Kettering, American Inventor
Catalyzer

Leading Change

The Phases of Change

- **Disruption** — "Why do we have to do this?"
- **Acceptance** — "Let’s try it out"
- **Incorporation** — "Not so bad after all"
Leading Change

The Leader’s Role

• Communication
• Listen and empathize
• Respect the way it was
• Create vision for the future
• Involve them in the implementation
• Drive them to it

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Courage

Making the tough, unpopular decisions
Courage

“Being responsible sometimes means pissing people off”

“Command is lonely”

Colin Powell

18 Points of Leadership
Courage

Question:

Is “Going With Your Gut” the best thing for leaders to do?
Courage

Question:

How do I know my decision is the right one, and what happens if it turns out to be the wrong decision?

MAKE IT ANYWAY, AND MOVE ON!!
Summary

• Exercising the components of the 5 Cs of leadership will help you become a better leader now and for the future
  – Communicator
  – Collaboration
  – Collector of Great People
  – Catalyzer
  – Courageous
THANK YOU!!

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