

# Care and Growth

## CONTENT

### The Issue of Power

The issue of power in the workplace and the difference between power and control.

### Intent

The core criterion for excellence in leadership – intent and the intent test.

### The Key Principles of the Care and Growth Model

- 1 – Power by Permission;
- 2 – The Price of Power;
- 3 – Growth and the incremental suspension of control;
- 4 – Maturity means being here to give, acting with generosity and courage.

### Values

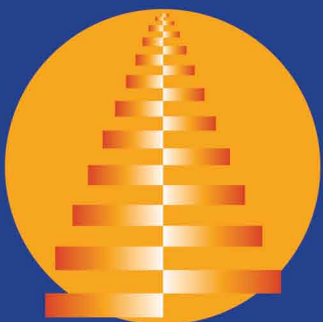
The difference between values and needs driven behaviour. The effect of values on a leader's ability to lead others.

### The Three Attentions

Understanding the process of a leader's personal maturation and its impact on organisational excellence.

### Empowerment

Empowerment and the provision of Means, Ability and Accountability. Unless all three variables are dealt with, empowerment has not taken place.



**SCHUITEMA**  
Human Excellence Group

## THE LEADERSHIP MODEL

### TWO DAY INTRODUCTORY WORKSHOP

The approach that we have been advocating at Schuitema emphasises that the key problem facing leaders at work is to establish a sense of legitimacy for their leadership. What we have discovered is that relationships of command are only seen to be legitimate if subordinates see their leaders as acting consistently with the two criteria of Care and Growth™ at work.

We have discovered moreover that Growth or Empowerment has a very specific significance. As the saying goes "don't give a man a fish, enable him to fish". When one examines the requirements for doing this, it becomes clear that there is more involved than just teaching people about fishing. In fact there are three critical variables. Empowering people requires leaders to give people the Means, the Ability and the Accountability to do what is required of them.

While the above sounds staggeringly simple, the practicalities of the approach are not at all clear to people in line positions. This is because they are principally held accountable for results, for what they are getting from their people rather than what they are doing to Care and Grow them.

The two day Care and Growth™ Introductory Workshop provides those in leadership positions with an understanding of the Care and Growth™ Leadership framework. It also provides an opportunity for leaders to assess the degree to which they are currently aligned to the Care and Growth™ criteria.

It establishes a starting point for implementing the Care and Growth™ model in an organisation. The workshop establishes a shared leadership ethos across the leadership of the enterprise with respect to the people in the business.



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