

Care and Growth

CONTENT

Understanding Commitment

What are the conditions under which people come to work because they want to rather than because they have to?

The Four Axioms

The four key principles which account for legitimate leadership at work. The relationship between legitimacy, care and growth, control and being here to serve.

The Question of Values

The impact of needs and values on the intent of the leader. The relationship between the leader's intent and the loyalty of the follower.

Empowerment

The principle variables that are at issue in empowerment. Empowerment and providing means. Empowerment and enabling people. Empowerment and holding people accountable.

Provision of Means

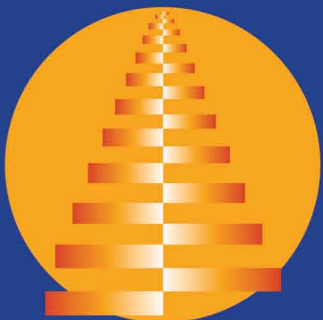
The issue of time – what a leader should focus on and being appropriate when doing so. The issue of authority and control – vertical and horizontal empowerment.

Cultivating Ability

Giving people the ability to do what is required from them both in terms of the 'how' and 'why'.

Cultivating Accountability

Dealing with victim behaviour. Holding people appropriately accountable – dealing with exceptions and the individual performance management process.



PRINCIPLES AND PRACTICE

The Care and Growth™ Model

THE FOUR DAY WORKSHOP

The first two days provide those in leadership positions with an understanding of the Care and Growth™ Leadership Model. They also serve as an opportunity for leaders to diagnose themselves generally against the criteria. Leaders determine the degree to which they are currently caring for and growing their people.

The second two days deals with the day to day practicalities of caring for and growing people at work. The Empowerment Framework provides the vehicle for doing this. Participants diagnose their leadership in terms of whether they are providing their people with adequate means to do what is required of them, whether they are ensuring that their people are able to do what is required of them, and finally whether they are holding people appropriately accountable for their contribution. Participants are provided with a number of powerful leadership tools which they can apply on a day to day basis as they fulfill their care and growth role.

Leaders gain clarity on what they should focus their attention on. They clarify the values which are operative in typical command situations and determine what is required of them in these situations. They ascertain the degree to which their people are empowered and are given tools for both vertical and horizontal empowerment.

Participants are also introduced to a methodology for coaching for excellence in ability. They learn how to clarify a purpose which is meaningful. Finally they develop ability in the difficult arena of cultivating accountability.

