

## Everyone wants to be a visionary leader, but how do you know what to work on?

Leadership is famously hard to define and, therefore, to work on.

### What defines a leader is the noble risk

While many leaders are also managers, they're not the same job: *A manager is someone who helps people work together*, which is difficult and valuable. But, *a leader is someone who inspires people to take a risk to make the world a better place*. Leadership is not just about "soft skills."

### Leadership is 2/3<sup>rd</sup> character

If someone has the three "Cs" of courage, compassion and curiosity, they'll develop or supplement their planning ability, management knowledge and project management and communication skills.

#### Courage

A courageous leader is decisive. They are ambitious for their organization, undaunted by risks and obstacles. They can face hard facts and can admit their own mistakes and flaws. Churchill said, "You must look at the facts because they surely look at you."

- Do they make tough decisions promptly?
- Do they have a bold plan?
- Do they address conflicts squarely?

#### Compassion

A compassionate leader is clear how their organization makes the world a better place. They apply the Golden Rule to everything they say and do. But they aren't pushovers: they know caring for staff, customers and the community takes strength.

- Can they provide criticism politely?
- Do they listen to both sides of an issue?
- Do they make people feel safe and valued?

#### Curiosity

A curious leader is a creative leader: they want to learn new things, see new connections and strive constantly to make things better. They want to know how people in other fields, cultures and industries solve problems. They love a good idea for its own sake.

- Are they eager to experiment?
- Do they take time for good talk?
- Are they well-informed and well-read?

The 3C model also helps you evaluate other leaders *upon which your success depends*: executives, customers, vendors, board members.

### But we can all improve our skills

Every leader has to *clearly* answer the three core questions about strategy and big projects:

1. Why are we doing this?
2. Where are we going?
3. What's the best way to get there?

For their organizations to evolve and grow, leaders have to evolve and grow, too, in:

- Strategy and vision
- Organization design
- Project oversight
- Communications

**The 3C leadership framework helps you create and communicate inspiring direction year after year. As one client said, *You helped me find my voice as a leader.***

*Please call Derrick Van Mell at (608) 260-9300 to learn about our confidential advisory program.*

# 3C LEADERSHIP FRAMEWORK

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Who:

When:

This worksheet uses current challenges to refine a leader's *skills*, but it is their *character* that ultimately shapes their ideas and decisions. It follows that being mindful of one's courage, compassion and curiosity will reveal the best (though perhaps not easiest) course of action. This is an initial outline of common leadership skills, which will evolve during the leader's work with their advisor.

STRATEGY	Challenge and tools	When
Purpose		
Vision		
Goals		
<i>Notes:</i>		
GENERAL MANAGEMENT	Challenge and tools (see <a href="http://www.iimtp.org">www.iimtp.org</a> )	When
Management knowledge		
Supervision		
Organization design		
<i>Notes:</i>		
PROJECT MANAGEMENT	Challenge and tools	When
Planning		
Supervision		
Coordination		
<i>Notes:</i>		
COMMUNICATION	Challenge and tools	When
Listening		
Writing		
Speaking		
<i>Notes:</i>		