

The 5 Cs of Trust

COMPETENCE

...You have the necessary skills and expertise

COMMUNICATION

...We truly hear and understand each other

COMMITMENT

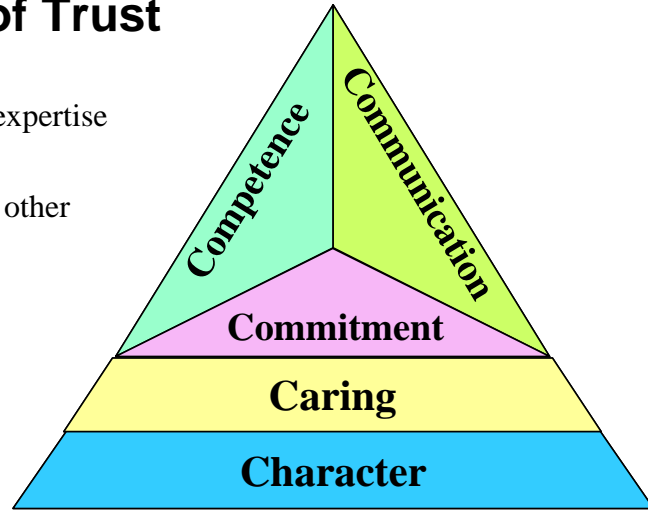
...You are committed to our success

CARING

...You have my interest at heart

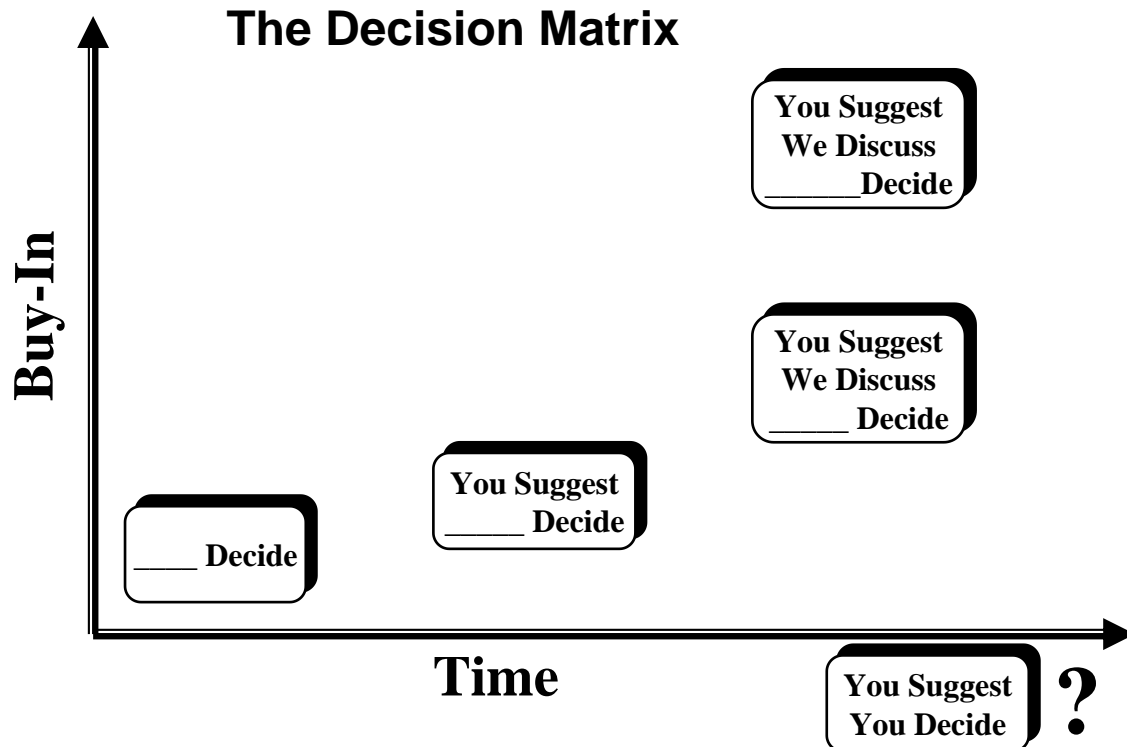
CHARACTER

...You are honest and ethical



Leadership through Facilitation

Manager vs. Leader – What is the Difference?



	Manager	Leader
People		
Vision		
Problems		
Client Needs		

The Three Levels of Leadership

Level 3: _____ "_____ Focus"	<ul style="list-style-type: none"> ■ Visioning the future ■ Linking to business objectives ■ Anticipating changes in customer needs ■ Implementing continuous improvement
---	---

Level 2: _____ "_____ Focus"	<ul style="list-style-type: none"> ■ Communicating objectives ■ Delegating and grooming ■ Maximizing people's strengths
---	--

Level 1: _____ "_____ Focus"	<ul style="list-style-type: none"> ■ Getting tasks done ■ Staying within budget ■ Meeting deadlines
---	--

To move from Level 1 to 2?
To move from Level 2 to 3?
Why do people get stuck in 1?
Leadership Development is whose responsibility?

The Fundamental Principle of Facilitation

$$ED = RD \times CD$$

_____ = _____ x _____
 Decision Decision to the Decision

TAFA – Taking a Facilitative Approach

1. **S** _____ with the _____, not with the what.
2. **U** _____ and empower; don't _____ and control.
3. **C** _____ the _____, not the solution.
4. **C** _____ first, _____ second.
5. **E** _____ for success; _____ for results.
6. **E** _____ conflict; resolve _____.
7. **D** _____ participation, not just _____.

The Three Styles of Management

Directing	Coaching	Delegating
Lack of:	Plenty of:	Plenty of:
_____	_____	_____
_____	D _____	_____
_____	E _____	_____