

# LEAD

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shaping a different

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# DEVELOP

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kind of leader

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# CARE



# TERRY COOK

Foreword by Maj. Gen. Jerry White, U.S. Air Force, Ret.

# **LEAD DEVELOP CARE**

shaping a different kind of leader



**TERRY COOK**

To Sherry—

*Now and Forever.*

To Paul Stanley—

*Mentor, Colleague, Friend.*  
*You started it all. Your legacy continues.*

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## FOREWORD

I had been given the responsibility to lead the Air Force Reservists in a major command of the United States Air Force. This command formed by combining two previous commands, making it the largest in the Air Force. But the merged commands were like oil and water. Their responsibilities and missions were very distinct. One had focused on research and development (this was the command from which I came), the other on logistics and sustainability. There was open hostility and resistance to the marriage of these two premier commands.

In the first meeting of my senior reserve leadership, I gathered about twelve brigadier generals and colonels—only half of whom I knew. The sense of resignation and apprehension in the room was palpable. As the meeting went on, I began asking these military leaders for input and suggestions on how we should work together and what our focus should be. I was met with silence. These men were, in the main, accustomed to the commander telling them what he wanted, giving the parameters and direction, and finally asking for any questions. In my leadership background with a nonprofit organization called The Navigators, however, I was used to robust discussion, friendly arguments, and shared ideas. My approach was not working in this new setting, though.

From that first meeting and subsequent ones, the leaders picked up on my refusal to give direction without their participation. That initially frustrated these senior reservists—all good, talented people (some went on to become one- or two-star generals) who were busy with their own careers as scientists, CEOs, corporate leaders, and more. They wanted to get things done and move on. No time for whipping up good feelings of camaraderie. Eventually, however, we began to develop a unified direction, supportive relationships, and trust. I began to coach each of them on their future, promotions, and work. Many became close friends with whom I keep in contact to this day.

How I wish I had known the full concept and directions of Terry Cook's excellent teaching in Lead, Develop, Care during my days with that command! What took us many years to build would have taken less time, with less frustration, no doubt. I had heard Paul Stanley talk about the Lead, Develop, Care model in our Navigator leadership meetings, but I had not really absorbed it, and most importantly, I did not apply it as fully as I could. Too often, I relied on my personal strengths, authority, and ideas to push people into action. Yes, I cared. But the three elements (Lead and Develop in addition to Care) were not always in sync.

In several decades of leading in a variety of situations, I have probably made every mistake imaginable. At times I have brought my military background, with its emphasis on authority, into play. As I modified that tendency, there have been times I did not lead strongly enough. If I had known the principles of Lead, Develop, Care, I would have avoided many mistakes and headaches. I began to read, observe good leaders, and be mentored. I also considered and even tried a number of fads found among the leadership teachings of the time. Terry Cook lived through many of those years with me. But he, building on the foundation of my dear friend and coworker, Paul Stanley, has created a model of leadership and leader development that really works. It not only works, but it honors both the leader and those being led.

Lead, Develop, Care is rich in both principles and practice. Terry offers a balance of the why and the how. Leadership according to this model is not one-dimensional; rather, it is an intersection of values, principles, and actions. That movement from ideas to action makes this book unique.

Does this book address every aspect of leadership? In one sense, yes—it provides an umbrella under which all leadership matters can be categorized. At the same time, of course, much has been omitted, as all books must do. Importantly, Terry maintains an action-oriented focus on how any leader, in any setting, can improve and grow.

This book is not just for CEOs. It applies to leaders at every level of an organization, from project teams to department leaders and executive teams. Throughout the model, the individual is given honor, real help, and encouragement.

This is outstanding teaching, combined with detailed practical methodology as well as a section on intensely usable tools.

Lead, Develop, Care will change you as a person, it will change your leadership, and it will greatly impact those who work for and with you.

**Jerry E. White, PhD**

*Major General, U.S. Air Force, Ret.*

*International President Emeritus, The Navigators*



## Introduction

We are facing a crisis of epic proportions. It's a crisis of uncertainty—uncertainty about the future and uncertainty about those in leadership. It's also a crisis of hope—the loss of which is witnessed especially among the younger generations. This crisis isn't isolated to one country; it transcends national borders.

An article discussing a recent Barna study captures the nature of this crisis well. The article states:

... data show that young adults face some unique headwinds on their road to becoming effective leaders ... we hear a sense of unease about the future and uncertainty about the kind of leaders that could make a difference. Part of it is the underlying sense of anxiety that permeates many societies today. For good reason, the connected generation perceives deep, wide, systemic problems facing the world's future. Four out of five affirm—and nearly half strongly affirm—that “society is facing a crisis of leadership because there are not enough good leaders right now” (82%).<sup>1</sup>

My colleagues and I concur with these findings. Our experiences with leaders around the world over the past two decades point to the same conclusions. Good leaders are harder and harder to find.

The crisis of leadership is real, pervasive, and daunting ... but it's not hopeless! We believe that this time in history provides a unique opportunity to meet this crisis head-on. This book is about shaping a different

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<sup>1</sup> The Barna Group, “82% of Young Adults Say Society Is in a Leadership Crisis,” *Millennials and Generations*, October 30, 2019; retrieved from <https://www.barna.com/research/leadership-crisis>. The article discusses The Connected Generation, Barna's largest study ever, featuring more than 15,000 respondents in 25 countries and 9 languages.

kind of leader: the Trusted Leader. A leader of capacity and competence. One who serves others rather than uses others. One who not only gets results but also seeks to bring out the best in those he or she leads.

The goal is not to load you down with a bunch of theoretical advice that you have no idea how to implement, but to give you practical guidance—enhanced by inspiring, real-life stories—so you can grow in competence and confidence as a leader. In short, I want to offer a framework that will take the mystery out of leadership. In the end, my hope is for you to become a Trusted Leader—the kind of leader others want to follow.

The framework presented in this book is a model for the everyday practice of leadership. It's for leaders of anything involving people: a home or family, a nonprofit, a team or club, a business, a health-care center or a school (and just about any other entity you can name). After you're done reading, I want you to be able to say, "I've got it, and I can use it tomorrow!"

This model is simple but not simplistic; it's easy to apply but also powerful in impact. It's a model that, if used consistently and correctly, will almost certainly change the entire culture of the organization you lead. This model doesn't guarantee a positive outcome or results, but it does offer a time-tested way of improving the people and relationships in your organization.

I wouldn't make such bold claims except that I've been a leader and have developed leaders within an international corporation for almost five decades; I helped create and have taught this model for almost fifteen years; and I can say without reservation, *it really works*.

My associates at **LDCteam** and I have brought this model to more than three thousand leaders from over seventy-five countries on all six populated continents. I've seen it work as well in countries like Kenya and Tanzania as it does in the United States or Europe. The model's clarity and practicality have been verified repeatedly in a wide variety of leadership situations.

We have begun to track the effects of those who use this model. Recently,

one of our European clients reported a significant decrease in staff turnover simultaneous with dramatic improvement in staff satisfaction. I'll be sharing similar success stories throughout this book.

## Origins of the Model

Where did this leadership model come from? It may surprise you that the single greatest inspiration to the development of our leadership model was the Bible. My colleague Paul Stanley came up with the rudiments of the model—Lead, Develop, and Care (or LDC)—in the mid-1980s as he found in Jesus of Nazareth the picture of a particular kind of leader: a shepherd leader (the Bible's most prominent metaphor for what leaders are to do).

Whether you are a person of faith or not, historical records alone testify to the fact that Jesus stands as one of the most profound leaders in all of history—and as a Christian, I do believe he is *the* most profound (in addition to being much more than a leadership example). I realize not everyone reading this book holds the same faith, and that's okay. Some may even take issue with these assertions about Jesus. However, I feel it's important to be transparent about the inspiration behind this model. It did not develop out of thin air, nor did we decide to teach this model *merely* because it works. My team and I have sought to root the principles of our model in a strong moral and ethical grounding, modeled by Jesus and affirmed in the Bible. Again, let me emphasize, you don't need to share our beliefs to benefit from this book, and we certainly hope that people of all backgrounds and faiths will learn from and apply this model.

One more word about the leadership of Jesus before I continue: Let's be honest. Jesus did not fit the mold of the "effective" leader we so often hear described today. He was a different kind of leader—often, for example, resisting his followers' urgings to seize power and assert his control. He was often found serving, doing lowly tasks like washing his disciples' feet.

### LDCteam

When I use "we" or mention "my team" in this book, I'm speaking of an international network of leader developers who lead intentionally and developmentally.

This network represents:

- 18 key team members (since the model was fully developed)
- 575 years of collective leadership experience
- 3,000 leaders trained in the model since 1990

You can learn more about my organization at:  
[www.LDCteam.com](http://www.LDCteam.com)

Despite being in demand from multitudes, he invested much of his time into coaching and mentoring just twelve people. Nevertheless, the impact and legacy of his leadership continues to this day. The original dozen multiplied, against all odds, into the largest religion on the planet today. Besides supernatural explanations, on a practical level, one can't help but wonder, how and why did that happen? We think the values and concepts in our model provide some of the answers to that question.

Another colleague, Tom Yeakley, and I joined Paul Stanley in building out this leadership model from the core Primary Responsibilities of Lead, Develop, and Care to the subsequent Operational Aspects and Tools & Exercises along with our symposium series and coaching format.

The LDC Leadership Model was also developed in response to a gap the three of us kept seeing in the area of leadership training. We were traveling all over the world with the explicit charge of developing and training leaders; all three of us had been doing this job for decades (2019 marked my fiftieth year with the same organization). What we found was that many leaders were reactive rather than proactive in their leadership roles—acting more as crisis managers than initiative-taking, forward-thinking leaders. Even those who had a more proactive sense of management, however, often had little idea of how to truly develop and care for the people under and around them. We found they lacked a unifying model for leadership to guide how they thought and what they did.

There was another problem, too: Because the place we worked happened to be a service organization, the emphasis for leadership growth was placed primarily upon character development. Please understand, character development is critically important for effective leaders. However, just because a person has integrity and strong values doesn't automatically mean they're skilled as a leader. In fact, more and more, we noticed leaders whose competence was not commensurate with their strong character. Many of our trainees were wonderful people who had good intentions but were honestly unsure of how to order each day in such a way that they were not simply treading water.

Paul, Tom, and I decided together that *there must be a better way!*

During the 1990s and early 2000s, Paul, Tom, and I had been not only leading and developing leaders but also reading what other leaders had learned. We found this literature on leadership helpful and enlightening. We investigated various leaders from history, such as Abraham Lincoln, Dr. Martin Luther King Jr., Margaret Thatcher, John F. Kennedy, George Washington Carver, and William Wilberforce. I specialized in Winston Churchill, reading more books on him than on any other leader. We also devoured books by many of the prevailing experts on leadership, ranging from Stephen Covey (author of *The 7 Habits of Highly Effective People*) and Jim Collins (*Good to Great*) to Robert Greenleaf (author of *Servant Leadership*) and James M. Kouzes and Barry Z. Posner (co-writers of *The Leadership Challenge*), plus many more.

We discussed what we were learning. Drawing from our 120 years of collective experience as leader developers, we all saw the same thing: a plethora of good leadership ideas, concepts, and techniques, but no single, unifying framework. It was as though leaders faced a thousand-piece jigsaw puzzle, with all the pieces strewn across the table in front of them, but no box-top picture to clue them in as to which pieces fit where.

We wanted something more—a solution that would be all-inclusive, yet simple. Thus, what Paul had begun we finished in what we now call the LDC Leadership Model.

## **Not Just Another Leadership Model**

Across all our studies and experiences developing leaders, my team members and I have found a common phenomenon worldwide: many leaders struggle with their role of leadership. They may try to appear confident and sure of themselves from the outside, but on the inside, they feel unqualified or uncertain. A significant number would say they are barely hanging on, too busy and overwhelmed to even reflect on their own path of leadership. Still others find themselves on the “flavor of the month” treadmill, running from the latest leadership fad to the next.

We understand these struggles because we’ve seen them firsthand. So, let’s be clear: This model is not just one more flavor to add to a menu of options. It’s intended as a comprehensive, practice-oriented framework that can work in any leadership situation. We’re not asking you to discard everything you know, but we are suggesting that anything

you already know about leadership will almost definitely fit within this framework—and we think this simple model will make it easier for you to embrace and live your role as a leader.

This framework fits three essential criteria: it is values-based, culturally relevant, and functionally effective.

## ***Values-Based***

Great leaders throughout history, at their core, are tethered to a value or set of values greater than themselves; they aren't "in it for themselves," but are committed to noble values—values that, when lived, made them Trusted Leaders others wanted to follow.

Getting what you want through intimidation is a value, but it's not a noble one; it may produce a strong leader (think Hitler or Stalin), but it won't produce a Trusted Leader whom others want to follow. To the contrary, it's likely to result in some fearful, disgruntled, even rebellious subjects.

As leaders, our values matter, and the specific values we choose influence our behavior—and those we lead—for better or for worse. The values at the root of our model are:

1. **Intentional:** Initiate with purpose, recognizing that good leadership doesn't happen automatically.
2. **Relational:** Connect with people, as they are your greatest asset as a leader.
3. **Incarnational:** Don't only speak the message; *be* the message. Being and doing must be intricately linked for trust to develop.
4. **Developmental:** Coach toward growth, because good leaders help those they lead to succeed.

## ***Culturally Relevant***

Given the cross-national span of our own work, we knew our model has to connect with all people in all circumstances. Every culture has its own peculiarities, customs, and nuances—assumptions about how things are done, about how people relate to each other, and about what

is important and unimportant. Each leader is unique as well: No single leader has the same combination of personality, temperament, giftings, experiences, and cultural context. Our model transcends nationality and is usable to all leaders regardless of gender, ethnicity, age, language, or circumstance. It's not based on "American ways" of thinking, acting, and relating. (Indeed, even in America, there are a variety of cultural backgrounds and nationalities—the world is at our doorstep!)

### ***Functionally Effective***

At bottom, the model *works*, in the real world, with real people. It's not just a system of lofty platitudes that inspire but leave one wanting in terms of practical application. It aims to help leaders succeed in their responsibilities while bringing out the best in the people and organizations they lead. It seeks to empower leaders so that, on any given day, they always know how to approach the question, "What should I do today?"

### **The Goal of This Book**

By the end of this book, I hope you will both believe in the power of the Lead, Develop, Care model *and* see how you can incorporate it into your own leadership arena. I also hope this model will affect the results you desire as a leader each day, so that, ultimately, this model spreads to those you train (and beyond), transforming the landscape of leadership across the globe.

# Chapter 1

## *The Big Picture*

*Jake looked like he'd had a rough night. In addition to adjusting to becoming a new dad at home, the young professional of a U.S. tech company had been tapped to lead a new project at work. To complete all the tasks he felt he needed to accomplish, he was spending fifty to sixty hours at the office each week.*

*This transition had caught Jake off-guard. He'd been a leader in the past: an officer in his college fraternity, an Eagle Scout in his younger days. A prolific reader, he devoured all the latest, top-selling books on leadership and management. His company had even sent him to several leadership seminars. But his mental landscape was, admittedly, foggy—scattered with a smattering of leadership advice and principles, but no clear vision of what to do next.*

*Jake's team wasn't making things any easier. He had always considered his teammates his friends. They had worked together with a sense of collegiality and even fun for several years, but since he'd been promoted, they treated him differently. Initial congratulations faded as they no longer treated him as "one of them." Some of his buddies outright resisted his leadership, refusing to cooperate.*

*As I talked with Jake over breakfast, I asked him to list some of his feelings on a piece of paper. The sheet filled with the usual adjectives: busy, overwhelmed, tired, confused, hurt. That last one, he added, was especially keen. He had overheard his colleagues gossiping about him behind his back, making comments like, "Looks like the position has gone to his head," and "He's not the kind of leader I was hoping he'd be."*

*Jake was grabbing any life buoy he could find to try to stay afloat, but nothing seemed to be helping. I pressed forward, asking him what model or approach he was using in his leadership role. He started, then hesitated, struggling for an answer. Finally, he conceded, "You know, I'm not*



*quite sure I have a model. I guess I use a little bit of this and a little bit of that—whatever I think might be helpful at the moment.” He added, a little sheepishly, “I feel like I’m blindfolded and groping in the dark for an idea, hoping the first one I grab will work, although I’m never quite sure.”*

*“How successful has that strategy been?” I asked, though we both already knew the answer.*

## **Foggy Thinking**

In the example of Jake (based on a true story),<sup>2</sup> my friend genuinely wanted to know what he was supposed to be doing as a project leader; he wanted a fresh mindset and approach to his role. He just felt lost in the cafeteria of options.

In my experience working with leaders around the globe, I know Jake is not alone. In fact, my guess is, if you’re reading this book, you share similar questions and struggles in your own leadership role. You may have a vague idea of how to lead, but when you try to articulate it out loud, you realize your idea is rather foggy.

If you’re a leader, though, it’s hard to lead a team forward while engulfed in fog. You need clarity of thought about what you are to *do* on Monday, Tuesday ... and any other day of the week. You need to know, practically, how to implement your leadership role day in and day out. This is where a model comes in handy. It helps you see the way, rather than just “muddling through.”

## **Why You Need a Model**

I enjoy putting jigsaw puzzles together. Every piece is important. The puzzle is not complete if even one piece is missing. Yet, each piece that is pulled from the box lacks relative meaning and obvious placement by itself. I can hold it, examine it, turn it over, flip it around and upside-down, and still have no clue where it fits in the puzzle. I need something else besides that piece.

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2 Most names of people used in examples in this book are pseudonyms for the sake of anonymity; in some cases, other details of their story have been altered for the same reason. In a few cases, a story is a composite of a couple of people for the sake of illustration.

That *something* is the box top: the picture of the whole. I can then look at the distinctive features of each particular piece, compare them to the picture on the box top, and have a good understanding of where it likely belongs: “Ah-ha! This brown streak is part of the fence in the background on the right side!” The piece becomes useful as soon as you have this context.

Leadership principles and practices are like jigsaw pieces—helpful and needed if we know when and where to apply them effectively. But a leadership *model* does something more. It’s like the box top, providing the “big picture” or overarching goal and vision for which the leader is striving.

**Model = a word picture or mental construct that is easily learned and remembered**

A leadership model is no good if it doesn’t help with the practice of leadership. Through my team’s seminars and coaching, we have discovered a foundational question most leaders are asking, and it goes something like this:

“It’s Tuesday [or whatever day]. What do I do?”

Too many leaders succumb to the tyranny of the urgent, from personnel demands to production quotas (on the family level, these might translate to number of beds and meals to make). In the smartphone era, this problem has been magnified exponentially. Many of us (not only leaders) are not only too busy, but too busy with the wrong tasks. And yet ... how do you know *which* tasks are the *right ones*? That is, which tasks will build momentum and work toward your final desired outcome? How do you bring out the best in the people you’re leading, inspiring them to follow eagerly and not reluctantly?

I was conducting a leadership seminar for 400 university students in China and explaining the benefit of having a model. To see if they got the point, I asked them what they should do if, heaven forbid, their clothes should catch on fire. To my amazement, they immediately shouted out, “Stop, drop, and roll!” I don’t know where they learned those three words, but learn them they did, and they had obviously internalized them. When you’re being bombarded, a model enables you to focus on the essentials.

## An Overview of the Model

At the center of the LDC Leadership Model are three words—Lead, Develop, and Care—which we call the Primary Responsibilities of leadership. If you get nothing from our model but these three concepts, you’ll have a leadership framework that will serve you well for the rest of your life.

Why these three verbs? From our studies and experiences in leading and developing leaders, we concluded that these three are the absolute essentials of leadership. Many other responsibilities can be listed, of course, but upon closer examination, we think you’ll find, as we did, that all others can find a home under one of these three umbrellas. Having a model with just three components makes it simple to remember (like “stop, drop, and roll”) and therefore more useful.

One leader from whom we solicited early feedback on our model suggested that, while he liked the three components we had devised, he thought it was incomplete. He went on to propose nine other primary responsibilities. I responded by asking him if he thought he could remember and call to mind the twelve prongs of his framework on a daily basis, especially in a crisis moment. He quickly conceded that his model was too cumbersome to be of any real value. As the well-known quote, often attributed to Albert Einstein, goes, “Everything should be as simple as possible ... and no simpler!”<sup>3</sup>

Here, we define the three Primary Responsibilities in brief for the sake of overview:

**Lead = Intentionally influencing and enabling people to accomplish a given task**

**Develop = Intentionally strengthening people’s capacity to grow and contribute**

**Care = Intentionally watching over and responding to the needs and well-being of people**

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<sup>3</sup> This quote may be misattributed, though some note that it could be a compressed version of something Einstein actually wrote.

We'll go into each of these in more detail in subsequent chapters. But for now, I want you to notice the one word common to all three definitions: *intentionally*. Intentionality is the connecting principle of our model. Good leadership doesn't just happen. It can't be only reactive, awakened in a crisis situation. For leadership to inspire a solid, trust-based relationship, it needs to be purposeful and planned.



### ***An Integrated Model***

To be a Trusted Leader, you need to carry out all three of the Primary Responsibilities. You can't just do one or two of them and neglect the third, asserting, "That's just not me." You need a minimum level of proficiency in all three for your leadership approach to be complete. Not one of them should be wholly delegated to someone else. In this sense, our model is an integrated model.

At the same time, most leaders will have a *strength* in one of the Primary Responsibilities—that is, one of either Lead, Develop, or Care will come most naturally to you. You're good at that one area; it energizes you.

You'll also likely have a *stretch* area. That is, with some work, you can carry out that responsibility quite well. It's not quite as natural as your strength, but you can be effective in executing it.

Finally, most leaders will have a *struggle* in the third area (and some will struggle in two of the Primary Responsibilities). In other words, either leading, developing, or caring will feel less natural for you. To be intentional in that area, you'll have to put forth some real effort.

A strength, a stretch, and a struggle. It's important to identify your own.

Sure, the rare leader will have a strength in two or even all three of the Primary Responsibilities, but these cases will be the exception rather than the rule. Good leaders aren't necessarily good because everything about leadership comes naturally to them; good leaders know their weaknesses, are willing to work on them, and also know how to help shore them up by utilizing the strengths of others.

You may be wondering why our model is integrated; in other words, why do all three Primary Responsibilities need to be in operation for trust to occur? Well, let's consider what happens when one of these areas goes missing. Here are three scenarios.

### ***Deficient in Care***

If you only lead and develop but don't care, people will feel unimportant and neglected.

When I worked on Capitol Hill, one of my friends mentioned that he had worked in his Senator's office for more than two years, and the Senator still didn't even know his name. I asked him how that made him feel. "Like a cog in a machine," he replied. Shortly thereafter he took a job in another government agency.

In a recent Randstad USA survey, researchers sought the answer to the question, "Why do people quit their jobs?" They found that 59 percent of respondents felt their companies view profit or revenue as more important than how people are treated.<sup>4</sup> Respect and care in the workplace really matter.

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4 Randstad North America, "Your Best Employees Are Leaving. But Is It Personal or Practical?" (press release, August 28, 2018), accessed April 6, 2019, at <https://www.randstadusa.com/about/news/your-best-employees-are-leaving-but-is-it-personal-or-practical>.

## *Deficient in Lead*

If you develop and care but don't lead, people will feel important, but nothing will get accomplished.

One of the leaders I was coaching in Europe had a strength in caring. I mentioned to him one day that, while his team all felt really cared for, they were also very frustrated with him. He acknowledged their frustration but couldn't understand why they felt the way they did, especially after all the hospital visits and meals he prepared when they were sick. I shared that the reason they were frustrated was not due to his lack of genuine concern for them, but to the fact that, as the team leader, he wasn't taking them anywhere. They weren't moving toward a defined goal. Consequently, he had a history of staff turnover about every two years. This constant change to his team was wreaking havoc for myriad reasons.

## *Deficient in Develop*

Finally, if you care and lead but do not develop, people stagnate and underperform. You basically mortgage the future.

Younger workers today especially value their own personal and professional development. There's also a trend among the younger generation to move from job to job. Typically, the reason cited for such frequent employment changes is a greater potential for growth and development in another job than in the previous one. Of course, it's not only young people looking for growth. Workers of all ages and stages want to achieve to their highest potential. In the same Randstad USA survey cited previously, 58 percent of respondents reported that they didn't feel their companies had enough growth opportunities in the long term for them to stay, and 57 percent said

### **The End of the Story**

One of the most exciting things about our model is its ability to provide clarity and hope. Remember foggy-minded, disillusioned Jake from the beginning of this chapter? I shared our leadership model with him shortly after the conversation mentioned earlier. He responded with great enthusiasm. In fact, as I explained the model to him, he practically shouted, "This makes sense! I get it, and I can use it now."

After months of ongoing coaching, Jake began to see a shift in his team's response to him. As he began to lead, develop, and care for them well, they began to appreciate him and the new kind of leadership he was providing. He said he was even beginning to look forward to going to work. We hear these types of testimonials all the time, and we hope you will become one of them!

they needed to leave their current workplaces to take their careers to the next level.<sup>5</sup>

When we discuss Develop more in-depth in chapter 3, we'll discuss why, oftentimes, it's simply wrong assumptions on the part of the leader that hamper this area of responsibility. One of those assumptions is that developing workers is the same thing as giving them a lot of experience, but they're not necessarily equivalent.

### ***Neglect a Responsibility at Your Peril***

All of us can be blinded by our strengths, thinking they will surely compensate for any minor leadership struggles we have (minor, at least, in our eyes!). Those you lead may very well appreciate your strengths, and those may impel them to “hang in there” for a time. But eventually, the deficiency (or deficiencies) will be seen, felt, and acted upon. That is because all three of the Primary Responsibilities truly are essential for you to carry out and for those you lead to experience.

### **Next Steps**

Now that you (I hope) see the need for a model in general and have a sense of the LDC Leadership Model in particular, it's time to look deeper at what the three Primary Responsibilities entail—and how to put them into practice.

For the rest of this book, I'll be taking you deeper into each Primary Responsibility:

- In **part I**, I'll define each more completely so that you have a firm grasp on each component of the LDC Leadership Model and how they relate.
- Then, in **part II**, I'll move into the implementation side of each responsibility. In the expanded diagram on the following page, a ring is shown around each of the three Primary Responsibilities. Those rings contain what we call the Operational Aspects. These

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<sup>5</sup> Randstad North America, “Your Best Employees.”

are the three or four aspects involved in “operationalizing” (or implementing) each of the three Primary Responsibilities.

- Finally, in **part III**, I’ll provide a robust set of practical tools and exercises that will get you started with incorporating the model into your own leadership situation. These tools can be used more than once and as ongoing “checkups,” so that you continue applying the model over time (after all, this model is not something you apply once—it’s something you will apply for the rest of your life).

My goal is your success as a leader. I hope you will see that goal beginning to be realized—or realized to a greater extent than it is now—by the time you finish reading. Ready? Let’s dig in.

## Chapter 1 Key Takeaways:

- The LDC Leadership Model is composed of three Primary Responsibilities: Lead, Develop, and Care.
- All three of these responsibilities are necessary for every leader, but every leader usually has a strength in one area, a stretch in another area, and a struggle in the third area.
- This model provides a framework for leadership and doesn’t ask you to discard everything else you’ve learned about leading.





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## About the Author

Terry Cook is a leader, teacher, coach, and change agent. Through his passionate and skilled leadership and coaching, he has helped a wide range of individuals and organizations around the globe, from university students to leaders on Capitol Hill to agencies and leaders in the nonprofit and for-profit sectors. He regularly leads symposia that teach the LDC Leadership Model in addition to helping leaders worldwide move from cognitive knowledge to experiential understanding of the model through both onsite and virtual coaching.

Terry holds a Bachelor of Science from the University of North Texas and lives in Charlottesville, Virginia. He and his wife, Sherry, are the proud parents of four daughters and ten grandchildren. When he's not busy developing leaders, he enjoys reading, hiking, and showing family and friends the beauty of the Blue Ridge Mountains.