

# THE C3 CONCEPT



# C1 + C2 = C3

**C1: CHARACTER** describes the mental model used to determine one's actions. In organizations, it includes the cultural norms and values that guide decision-making and influence its internal and external relationships. To have high trust, an organization must be purposeful in cultivating a culture of character.

**C2: COMPETENCE** describes the knowledge and ability needed to do something well, measured against a common standard. It is the ability to solve technical problems. A high-trust culture must hire competent employees and provide ongoing training.

# C1 + C2 = C3

**C3: CONSISTENCY** is the ability to produce the same results over an extended period of time, which increases trust. This requires the ability to provide character and competence based solutions over an extended period of time. Trusted agencies consistently cultivate a culture of character and competence.

# C1 OR C2 PROBLEM?

Determine if the problems below are rooted in C1 (character), C2 (competence), or possibly both.

- Inaccurate accounting
- Lack of confidentiality
- Unreported errors or misconduct of others
- Short temper
- Tardiness and absenteeism
- Harassment

# C1 OR C2 PROBLEM?

- Abuse of authority
- Intimidation
- Embellished sales numbers
- Shifting blame or responsibility
- Unclear expectations
- Poor communication skills

# C1 CHALLENGES



# C1 SOLUTIONS



# WISDOM

*Making practical application of what is learned.*

- Be open to learning and finding sources of inspiration and insight.
- Spend time considering the past and be aware of how your life experiences have shaped your perspective and who you have become.
- Surround yourself with people and resources (books, online, other publications, etc.) that provide a larger perspective.



# WISDOM

*Making practical application of what is learned.*

*What is the difference between someone who is smart and someone who is wise?*

# COURAGE

*Overcoming fear by saying and doing what is right.*

- Every person, family, organization, and community has values that guide decision-making. One of the responsibilities of leaders is to understand and articulate those values consistently.
- Courageous leaders stand for **what is right** and are willing to make difficult decisions in the face of uncertainty. Their decision-making is grounded by their values.

# COURAGE

*Overcoming fear by saying and doing what is right.*

*How do people learn “what is right” in their organization?*

# RESILIENCE

*Lifes hard.... In case you didn't know - Have some resolve*

- When attempting to accomplish something great, there can be constant setbacks and challenges.
- Leaders must be willing to suffer short-term setbacks and losses in pursuit of their long-term goals.
- When dealing with adversity, emotions can be confusing. In these moments, rely on your values as a dependable compass.

# RESILIENCE

*Recovering from adversity, change, chaos, crisis....*

*In reviewing the lives of the great leaders, they almost always go through difficult times before things turn around. Why do you think resilience is so important for leaders?*

# DECISIVENESS

*Processing information and finalizing difficult decisions.*

- Gather as much information as possible based upon the situation. Be proactive in seeking information.
- Make it as easy as possible for people to be able to communicate information. Help remove barriers that keep others from sharing their perspectives.
- Align your decision-making with your values. Be humble and endure criticism.

# DECISIVENESS

*Processing information and finalizing difficult decisions.*

*It is rare that a leader has all the information they would like to have when making a decision. How have you learned to be decisive in the face of uncertainty?*

# ATTENTIVENESS

*Concentrating on the person or task before me.*

*Is harder than EVER!*

- Give others your full attention when they “have the floor.”
- Be considerate of others’ words, even after they are finished speaking.
- Be aware of your body language.
- Avoid distractions and distracting mannerisms.



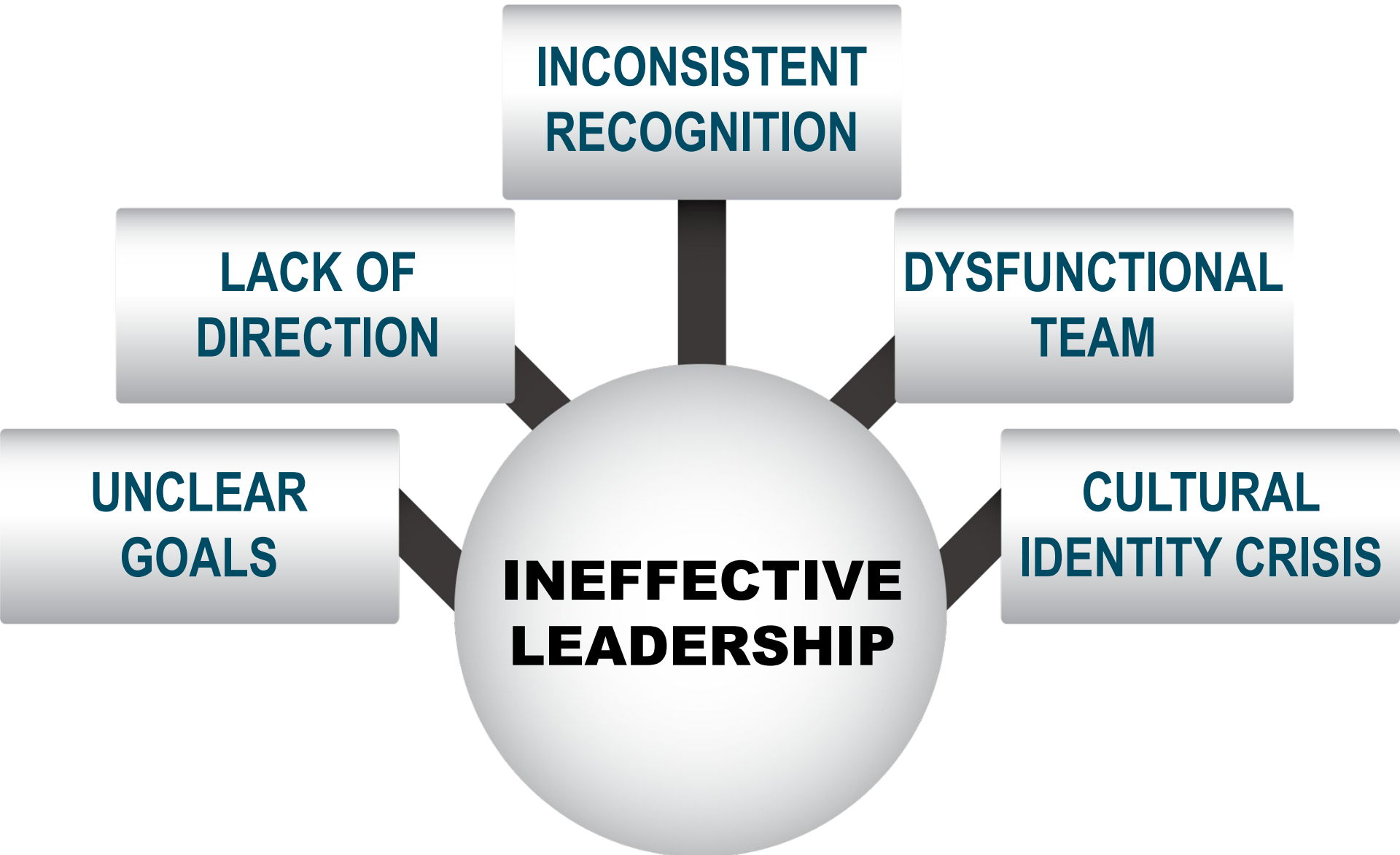
# ATTENTIVENESS

*Concentrating on the person or task before me.*

*What are some things that distract you?*

*What steps can you take to be more attentive to others?*

# C2 CHALLENGES



# C2 SOLUTIONS



# CLARIFYING EXPECTATIONS

***It is the responsibility of leaders to establish and communicate expectations.***

- As organizations grow in size and complexity, clarifying expectations becomes increasingly important.
- Formal expectations are typically established through contracts, written job descriptions, one-on-one meetings, and evaluations.
- Informal expectations are established through unwritten standards/norms that can be more difficult to define (taking people to lunch to solve problems versus in office meetings, etc.).

# CLARIFYING EXPECTATIONS

- Establishing clear expectations is a requirement to building a culture of responsibility.
- Clarifying expectations on a regular basis through gatherings, team meetings, and in one-on-one sessions helps ensure efficiency (investing the largest % of time on the most important needs), reduces redundancy, and promotes a culture of success.

# CLARIFYING EXPECTATIONS

*When asked what leadership can do to be more effective, one of the top requests given from employees is “clear directions.” Why do you think employees want greater clarity about their jobs?*

*How does clarifying expectations help others succeed?*

*If establishing expectations is so helpful, why do you think so few leaders do it well?*

# GIVING FEEDBACK

***Leaders give great feedback because of their genuine interest, is NOT micromanaging***

- Be Respectful. Minimize distractions and set the tone.
- Be Timely. Focus on recent and relevant issues.
- Be Constructive. Affirm what is working. Provide instruction about what is not.
- Be Specific. Provide examples and options.

# GIVING FEEDBACK

*How has your life been made better by people who cared about you enough to give you constructive feedback?*



# GIVING FEEDBACK

## WHAT TO SAY

I have noticed \_\_\_\_\_.

...the result is \_\_\_\_\_.

We need to \_\_\_\_\_.

What can I do to help? \_\_\_

Can we agree to \_\_\_\_\_?

## WHY TO SAY IT

*Describe the action or attitude.*

*Identify the impact.*

*Describe the expectation/policy/standard.*

*Discuss options.*

*Make a plan. Follow up.*

# RECOGNIZING OTHERS

***Recognizing the efforts of others is a natural response from leaders who are committed to the success of others.***

- Recognize people for **who they are** and not just what they accomplish.
- When recognizing others, tailor how you recognize them to match their personalities and preferences.

# RECOGNIZING OTHERS

- When appropriate, craft a short, written description of what you appreciate to help focus your thoughts and to provide the recipient a tangible reminder of your appreciation.
- Be specific when recognizing others, and provide an example of the character quality you are seeking to emphasize.
- Make recognizing others a way of life that includes both formal and informal opportunities.

# RECOGNITION WORKSHEET

“Humility connects. Arrogance separates.”

Humility is an important bridge in building strong teams.

Humble people recognize they did not get where they are in life on their own. When we **express genuine gratefulness**, it is an expression of humility.

# RECOGNITION WORKSHEET

Recognizing others for their work is good for both the person giving the recognition as well as the person receiving it. Think of a colleague or someone in your life who has made a positive impact.

Complete the Recognition Worksheet in their honor and be prepared to share with the rest of the group what you have written.

# RECOGNITION WORKSHEET



## RECOGNITION WORKSHEET

Use this sheet to prepare your thoughts before giving someone public recognition. Remember to give spontaneous encouragement when you "catch people doing good," and never underestimate the power of sincere appreciation!

To: \_\_\_\_\_ From: \_\_\_\_\_  
(person to be recognized) (person giving recognition)

### 1. THE PERSON

Share something about this person's work history, job responsibilities, or personal interests.

### 2. THE STORY

What did this person do that you appreciate? (Give details such as when, where, and what happened.)

What character quality or leadership trait did these actions demonstrate? Try to focus on one character quality that captures what the person did.

### 3. THE BENEFITS

How did this person's actions benefit others? How did it benefit you or the organization?

#### Recognition Tips:

- Be specific and sincere.
- Don't compare with other people.
- Don't poke fun or embarrass.
- Avoid saying "He always..." or "She never..."
- Print a certificate. Place a copy in personnel file.
- Give a token of appreciation, and be creative!

**CHARACTER + COMPETENCE = CONSISTENCY**

# BOLT DOWN

**START**

**STOP**

**CONTINUE**



# Thank you!

Please complete the session  
evaluation for  
this presentation in the America  
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