

Meyer's Management Models

18. 4C Leadership Capabilities

What are the core capabilities needed for effective leadership?

Key Definitions

Leadership is the ability to engage others to move in a certain direction. You know someone is leading if other people are following. As such, leadership is not *positional*, but *relational* – you are not a leader because of the chair you sit in, but because your relationship with others allows you to influence them.

To be effective at leadership requires a broad portfolio of *skills*, ranging from analytical abilities, to listening, communicating, empathizing, visioning, and deciding. All these skills are building blocks contributing to a few *core capabilities* that are necessary for any form of leadership.

Conceptual Model

The *4C Leadership Capabilities Model* suggests that there are four core capabilities that are always needed to be an effective leader – *connecting*, *confidence*, *cognizance* and *compelling* – each with a range of supporting skills. Each of the four core capabilities also results in a tangible leadership characteristic; leaders have a *circle* of connections, have a *brand* image among these connections, put issues on their *agenda* to resolve and use various *styles* to sway their connections. *Leadership development* is about working on leaders' current circle, brand, agenda, and styles, as well as on strengthening their four core capabilities.



Key Elements

The four core leadership capabilities are the following:

1. **Connecting: Building a Leadership Circle.** Connecting is all about establishing a relationship with other people. This can be done one-on-one and face-to-face, but you can

also connect with groups of people and at a distance, via writing, a call or even a webinar. The question is who you want to invest in connecting with – who do you want to have in your *leadership circle* and how closely connected do you want to be? From a leadership capability perspective, the question is which skills you need to develop to be more effective at connecting, such as networking, communicating, and bonding.

2. **Confidence: Building a Leadership Brand.** Confidence is about getting other people to believe in you, so they will willingly follow. To get them on board, people must perceive you as someone who is credible (does things well) and trustworthy (does things justly). The question is whether you have such a reputation – is your *leadership brand* strong enough in important areas to sway people to accept your leadership? From a leadership capability perspective, the question is which skills are needed to strengthen people's confidence in you, such as transparent decision-making, admitting mistakes and advertising success.
3. **Cognizance: Building a Leadership Agenda.** Cognizance is about being aware of what people need and where your leadership is required. You need to understand the situation, the challenges people are facing and even what makes each person tick. With so much going on around you, the question is which issues you want to put on your priority list – what should be on your *leadership agenda*, requiring your focused attention? From a leadership capability perspective, the question is which skills you need to be more cognizant of the situation, such as listening, political awareness and emotional intelligence.
4. **Compelling: Building Leadership Styles.** Being compelling is about having actual sway over other people. You need to be able to win hearts and minds, getting people to move in the desired direction. You need to have the means to impact what people do. The question is in what ways you can be compelling – what type of *leadership styles* do you have at your disposal to engage with other people? From a leadership capability perspective, the question is which skills you need to make the best use of your repertoire of styles, such as situational responsiveness and the flexibility to switch between styles.

Key Insights

- **Leadership is about influencing through relationships.** Management is a position, while leadership is the ability to sway people to move in a certain direction based on the relationship that you have with them. You get a job, but you need to earn your leadership.
- **All leaders face four leadership challenges.** To be effective, leaders need to determine who they want to lead and connect with them (*leadership circle*), get these people to view them as credible and trustworthy (*leadership brand*), understand what these people need under the circumstances (*leadership agenda*) and then influence them to move in a particular direction (*leadership styles*). All four challenges must constantly be reviewed.
- **All leaders need four core leadership capabilities.** Underpinning the four leadership challenges are four core leadership capabilities – *connecting*, *confidence*, *cognizance* and *compelling*. You aren't born with any of them, they need to be developed.
- **The core leadership capabilities are based on many skills.** Each core leadership capability rests on many skills, such as listening, speaking, praising, confronting, and analysing. These are not 'leadership skills', but skills that can be used for leadership.
- **Leadership development is more than personal development.** Many 'leadership development' activities fail to focus on the leadership challenges and core leadership capabilities. Instead they deal with personal awareness (e.g. personality types) and personal effectiveness skills. All useful, but not leadership development.

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Insightful Tools to Kickstart Your Thinking

Publication Schedule

<i>July 2019</i>	<i>Mind the Gap Model</i>	<i>Change Management</i>
<i>August 2019</i>	<i>Digital Platform Map</i>	<i>Digital Strategy</i>
<i>September 2019</i>	<i>Interaction Pressure Gauge</i>	<i>Interpersonal Interaction</i>
<i>October 2019</i>	<i>Revenue Model Framework</i>	<i>Revenue Model Typology</i>
<i>November 2019</i>	<i>House of Engagement</i>	<i>Organizational Engagement</i>
<i>December 2019</i>	<i>Confidence Quotient</i>	<i>Trust Building</i>
<i>January 2020</i>	<i>Competition Tornado</i>	<i>Competitive Strategy</i>
<i>February 2020</i>	<i>11C Synergy Model</i>	<i>Corporate Synergy Management</i>
<i>March 2020</i>	<i>Leadership Fairness Model</i>	<i>Leader-Follower Interaction</i>
<i>April 2020</i>	<i>Strategic Agility Model</i>	<i>Strategy Process Approach</i>
<i>May 2020</i>	<i>Control Panel</i>	<i>Corporate Control Dimensions</i>
<i>June 2020</i>	<i>Rising Star Framework</i>	<i>Talent Management</i>
<i>July 2020</i>	<i>Strategy Development Cycle</i>	<i>Strategy Process Steps</i>
<i>August 2020</i>	<i>71 Roles of the Corporate Center</i>	<i>Corporate Organization</i>
<i>September 2020</i>	<i>Storytelling Scripts</i>	<i>Leadership Communication</i>
<i>October 2020</i>	<i>Strategic Bets Framework</i>	<i>Strategic Decision-Making</i>
<i>November 2020</i>	<i>Rebound Model of Resilience</i>	<i>Organizational Resilience</i>
<i>December 2020</i>	<i>4C Leadership Capabilities</i>	<i>Leadership Competences</i>
<i>January 2021</i>	<i>Digital Value Proposition Dials</i>	<i>Digital Strategy</i>
<i>February 2021</i>	<i>Innovation Box</i>	<i>Innovation Approaches</i>
<i>March 2021</i>	<i>Empowerment Cycle</i>	<i>Employee Empowerment</i>
<i>April 2021</i>	<i>Corporate Value Creation Model</i>	<i>Corporate Level Strategy</i>
<i>May 2021</i>	<i>Team-Building Cycle</i>	<i>Team-Building Process</i>
<i>June 2021</i>	<i>Followership Cycle</i>	<i>Leader-Follower Interaction</i>
<i>July 2021</i>	<i>Partnership Distance Model</i>	<i>Interorganizational Relations</i>
<i>August 2021</i>	<i>Fruits & Nuts Matrix</i>	<i>Priority-Setting</i>
<i>September 2021</i>	<i>Deft Dialogue Model</i>	<i>Interpersonal Communication</i>
<i>October 2021</i>	<i>Strategy Hourglass</i>	<i>Strategy Process Timing</i>
<i>November 2021</i>	<i>Powerhouse Model</i>	<i>People & Organization Strategy</i>
<i>December 2021</i>	<i>New Pyramid Principle</i>	<i>Presentation Approaches</i>