

GALLUP LEADERSHIP TALENTS

Additional Handout for Leadership Matters

20 LIFE THEMES IN FIVE AREAS

- Direction and purpose (vision – strategic thinking).
- Relationships (relator – team).
- Drive to execute (ego drive – activator).
- Management/ Implementation (arranger – discipline).
- Values (responsibility and ethics).

Direction and Purpose

LEADERS WITH VISION

- Have deep held beliefs about justice, freedom, the value of people.
- Are passionate about their desire to impact the lives of others positively.
- Talk about how their organisation's future will positively impact those it serves.
- Create and articulate vivid pictures of the future to be achieved.
- Communicate their ideas in ways which inspire commitment.

LEADERS WITH FOCUS

- Have clear, specific goals which guide their action day-to-day.
- Set priorities and spend time on the important activities.
- Think and plan three years ahead.
- Make their expectations clear to associates.
- Are rarely distracted from key goals.

LEADERS WITH CONCEPT

- Grasp complex ideas: enjoy intellectual challenge and ideas.
- Always explain why – convey to others the reasons for action and decisions and what the impact will be.
- Read and discuss to expand their knowledge base and understanding.
- Can more easily incorporate new ideas into existing ways of working.

LEADERS WITH STRATEGIC THINKING

- Imagine a range of paths to the future, test out the best route.
- Develop alternative routes by questioning 'what if?'
- Are proactive in their thinking, don't wait for problems to arise.
- Spend time musing about future possibilities and plan contingencies to prepare for these.

Relationships

LEADERS WITH RELATOR

- Offer friendship, support, concern and care for colleagues.
- Build close, personal relationships with colleagues.
- Know a lot about each person with whom they work.
- Make an investment in people, so that commitment and loyalty are stronger.
- Are open with others; let people know them, are prepared to be vulnerable.

LEADERS WITH INDIVIDUALISED PERCEPTION

- Recognise that each person is unique.
- Tune into the individual rather than the group.
- Recognise the special talents, inclinations and needs of each of their associates.
- Question and listen to people.
- Adjust their approach to meet the needs of the individual.
- Move from the person and their situation to the rule.

LEADERS WITH DEVELOPER

- Find enjoyment in the growth, development and success of the others.
- Actively invest their time in other people for their benefit.
- Set others up for success by working with strengths.
- Seek opportunities for their people.
- Trust others with responsibility and decision-making.

LEADERS WITH MULTI-RELATOR

- Are charming and outgoing.
- Easily develop a rapport with others.
- Enjoy meeting and extending relationships with a wide range of people.
- Value talents in others and use wisely.
- Enjoy being 'out front'.
- Develop the 'right contacts' to be able to influence, gain support and information.

LEADERS WITH STIMULATOR

- Are empathetic and able to say just the right thing to others.
- Involve people and encourage participation.
- Look for ways to build morale.
- Freely offer praise/recognition to others.
- Make work fun, can laugh and have a sense of humour.
- Keep people upbeat about their work and their environment.

LEADERS WITH TEAM

- Value the contribution of each colleague.
- Empower people by relinquishing ownership, allowing people to find their own path and welcome help.
- Solicit ideas and listen to each person.
- Focus the group on achieving a common goal.
- Develop mutuality, common support and commitment.
- Are open, accessible and approachable.



Drive to Execute

LEADERS WITH EGO DRIVE

- Are comfortable with who they are.
- See themselves as being able to make a difference – have self-confidence.
- Seek challenge/ risk to prove they can do things.
- Will comfortably lay claim to significant accomplishments.
- Enjoy influencing others.
- Give confidence to those they lead through their own self-assurance.

LEADERS WITH COMPETITION

- Look for external measurement to know how they are performing.
- Like to 'beat' previous 'bests'.
- Strive to win and enjoy winning.
- Measure their accomplishments against others.
- Can see competition in discussions and performance.
- Invent competitions in which to take part.

LEADERS WITH ACHIEVER DRIVE

- Value work and enjoy being busy.
- Are never satisfied with current performance.
- Are intense and work with pace and rigour.
- May work harder and longer than others.
- Need to achieve in a constructive way – to 'get through the list'.

LEADERS WITH COURAGE

- Confront difficult issues head-on.
- Come on even stronger when people resist or oppose them.
- Can be aggressive – sometimes intimidating – through the force of their personality.
- Tend to react with emotion when hitting obstacles.
- Do not procrastinate when there are difficulties to be faced.

LEADERS WITH ACTIVATOR

- Recognise they need the support of 'followers' to be effective.
- Find short-cuts and eliminate 'bottle-necks'.
- Are very persuasive – 'sell' their ideas to associates.
- Are biased to action; need to make things happen.
- Can get people to follow them.
- Make decisions and move forward.
- Are frustrated by delay, inactivity and long meetings.

Management/ Implementation

LEADERS WITH ARRANGER

- Are responsive to changes in need or situation.
- Effectively rearrange people and resources to respond to the unexpected.
- Are flexible in their approach to work.
- Seek to optimise the contribution people make.
- Consider alternative methods and work arrangements to increase effectiveness.
- Know how to work the macro system to make things happen effectively.

LEADERS WITH PERFORMANCE ORIENTATION

- Quantify the results expected, i.e. have specific ways to measure progress.
- Utilise scores and measurements to lend objectivity to their assessment of people and outcomes.
- Focus on results more than on the process to achieve them.
- Create clear expectations and provide objective feedback on performance.

LEADERS WITH OPERATIONAL

- Have a capacity for administering systems to help people be effective.
- Identify who can best handle responsibility or challenge for particular assignments.
- Quickly identify problems, define solutions and move forward.
- Manage to keep the workflow smooth in operations.
- Eliminate bureaucracy and duplication.
- Can see how systems and processes work efficiently at a macro level.

LEADERS WITH DISCIPLINE

- Are orderly and systematic in their approach to work.
- Are well-organised, timely and efficient.
- Like structure and may routinely add it to their life.
- Typically display good follow-through and completion of tasks.
- Can be relied on to hit deadlines.
- Pay attention to detail, like to 'get things just right'.

Values

LEADERS WITH RESPONSIBILITY AND ETHICS

- Are highly conscientious and feel a deep sense of duty and commitment.
- Do what they say they will do.
- Display integrity – are found trustworthy.
- Take ownership for work.
- Earn the trust of associates.
- Put high value on honesty and integrity in others.

