

Running head: WHAT & WHO IS EFFECTIVE LEADERS AND LEADERSHIP

Capstone Proposals and Project

[LS 698 Leadership Capstone](#)

Department of Leadership Master of Arts

Degree Program in the Department of Leadership,

Beulah Heights University

Yashika Izola Woodward

WHAT & WHO IS EFFECTIVE LEADERS AND LEADERSHIP

Effective Leader Make Personal Assessments

Leadership is a trait; a trait is a distinguishing quality of an individual that can also be inherited. Understanding effective leadership as a trait means that everyone brings to the table their own unique qualities that influence the way he or she led. Leadership is a trait places a great deal of emphasis on the leader and on the leader's gifts. It is often expressed "leaders are born, not made". Some argue that all of us are born with a wide array of unique traits and that many of these traits can have a positive impact on effective leadership. Effective leaders can lead in any environment.

Effective leadership has the skill to capability developed to accomplish a task effectively. An Effectively skilled leader in a company can make great leadership available to everyone. Leaders with great skills can provide effective leadership and as well a improve the leadership skill in others. Self-assessment are great ways to test to see if you are an effective leader. Occasionally taking standard assessments of their personal strengths and shortcomings. So Effective leaders question themselves "What do I like to do? What am I really good at?" "What are my areas of weakness and what do I dislike doing?".

Effective leaders know their own areas of weakness does not make you weak; on the opposing, it allows you to delegate to others who have those capabilities, to achieve the common goal. Moderately than clinging to the false belief that one can do it all, great leaders hire people who complement, rather than supplement, their skills. Effective leaders can work on their own areas of weaknesses will improve their leadership capability and recognizing them makes them more human.

Effective leaders have sharp perceptions, knowing how people really perceive you is very important as a leader. Effective leaders do have an easy level of honest communication with their team leaders and their peers, and a systematic understanding of how they are perceived. When testing others' perception of you can be as humble as detecting their behavior. How your co-workers and team members relaxed around you? Does all conversation stop when you enter? As a leader if you really want to know what people think, just ask them. You may receive criticism that you're not attending or displaying appreciation as well as you could be. Effective leader established an environment of honest and open communication, you should be able to ask about your good qualities and the areas you need to improve on. Your staff will appreciate your effort of open organization assessments. Operative leaders are responsive to the company requests. Being sensitive can also help a leader be more effective in knowing the desires of the team. Followers value trust over creativity; others prefer a clear communicator to an effective organizer. Constructing a strong team is easier when the leader knows the values and goals of each individual, as well as what they want from you as their leader.

Effective leadership is knowing the organization. Effective leaders know the organization's global purpose and goals, and the agreed upon approaches to accomplish these goals. Effective leaders also know how their team fits into the organization, and the part they play in helping the organization grow and succeed. Knowledge of your organization inside and out is dynamic to becoming an effective leader.

Effective leadership skills of a leader communication good communication skills are required at every level of business, but leaders must possess outstanding communication skills.

This is a skill that can be learned. Motivating teams inspiring others is the mark of an effective leader. Motivation is best done by example and guidance, not by issuing commands. Team building putting together strong teams that work well is another trait of great leaders. The opposite is also true: if a team is weak and dysfunctional, it is generally a failure in leadership. Risk taking you can learn how to assess risk and run scenarios that will help you make better decisions. Great leaders take the right risks at the right time. Vision and goal setting a team depends on its leader to tell them where they are going, why they are going, and how they're going to get there. People are more motivated when a leader articulates his or her vision for a project or for the organization, along with the steps or goals needed to achieve it.

Here are five qualities to improve to be an effective leader Leadership is not about the title. It's about whether someone is following you. Leadership is about who you're being, rather than what you're doing. What does it take to be a real leader? Being effective leader forces leaders to make tough decisions every day. They be crippled if we make them based on trying to be liked by everybody. But if we stick to our guns and make decisions that are best for organizations while taking care of our followers, leadership going to be just fine. Here I don't believe that leaders are born, not made. Some people have innate qualities that make them very charismatic, but I believe that you can learn leadership traits. Here are five qualities to work on if you truly want to be a leader. Be approachable and trustworthy. Anyone can be a leader if folks follow, then they're a leader. Leaders are influencers and coaches. Both roles have to do with building trust. If your people see you as a genuine, flawed human who they can respect, they'll be willing to follow you.

. Surround yourself with people who are smarter than you. We've heard this many time from the greatest minds across business and politics, but it's important. Even a leader must have other people to fall back on. Bill Gates may have been one of greatest computer minds of our time, but that didn't automatically mean that he would create a successful business. He needed other people to succeed. Acknowledge your mistakes. Every leader is going to make mistakes. Any leader worth their salt should acknowledge them or they'll lose people's trust immediately. No employee expects perfection. It's okay to say, "I messed up." People who can't say that typically don't hold a leadership spot for very long.4. Delegate effectively. A good leader must be able to

WHAT & WHO IS EFFECTIVE LEADERS AND LEADERSHIP

maximize the potential of his or her people. Surrounding ourselves with smart people and recruiting the best and the brightest is useless if we don't trust their judgment and give them both the freedom and the tools to maximize their talents to move forward toward a shared vision. 5. Serve selflessly. We always end up back at the age-old idea of servant leadership. A good leader does have to be selfless. He or she should be a buffer against negativity, whether it's between critics and our people or what's going on in the outside world and what we're trying to achieve. As leaders, we're going to ask a lot out of our people. So, we need to give some back when they need something.

Maybe that's recognition of their hard work or pitching in on a project when you don't have to. A leader who rolls up their sleeves and gets dirty from time to time will create a loyalty in his or her people that will result in achieving goals beyond what we usually expect. One of biggest things we can do to further our own leadership qualities is make sure we're constantly

updating our own skills. Finding the time to work on our own skills as well as outlets with useful information does get harder the higher up we get. But it's also critical that we spend some time with other likeminded leaders. That points back to surrounding ourselves with smart people and finding other leaders we can network with to continue to hone our craft. Leadership teaches that you can be a highly respected leader one day and ousted the next. In the private sector, if leaders don't continue to stay focused on our skills to better serve, we will find ourselves unable to serve our people as leaders. In today's highly competitive and polarized environment, any movement or cause needs energetic and effective leaders. This is especially true in the social sector, which is chronically understaffed and undercapitalized. Therefore, truly successful and sustainable leaders

WHAT & WHO IS EFFECTIVE LEADERS AND LEADERSHIP

need to combine the skills and attributes of both leadership and management. They require a vision as well as the ability to execute it.

American Express Leadership Academy program hosted at the Aspen Institute in Colorado. The Leadership Academy program is measured to develop the next generation of leaders in the nonprofit and social sectors, and have conference contained within a diverse group of outstanding representatives of community division organizations from everywhere in the world.

Intersection Of Effective Leadership and Effective Management

Here are authors, philosophers and academics who have tried to define the difference between leading and managing. For example, Harvard Business School Professor Abraham Zaleznik, who wrote broadly about leadership, argued that “managers embrace process, seek

stability and control and resolve problems quickly while leaders tolerate chaos and lack of structure and are willing to delay closure in order to understand the issues more fully”.

Kenneth Chenault, the former CEO of American Express, continuously voices the role of a leader as essential reality “the management side” and giving hope “the leadership side”. Current day, that sounds easy, but it’s often hard to understand exactly what is going on in an organization and the world around you, and then to translate it in a way that is both accurate and hopeful to the people in an organization. To navigate these challenges, the successful leader requires the following four P’s.” A leader needs a Purpose. Call it a vision or a mission or a passion or an ideal or a cause or a calling, but successful leaders need to be pointed in the right direction, and they need to be able to inspire others to join in their pursuit”.

WHAT & WHO IS EFFECTIVE LEADERS AND LEADERSHIP

Second, “A leader needs a Plan. Again, call it a strategy or a roadmap or a set of goals and objectives, but successful leaders need to not only know where they are headed, but how to get there. A destination is not enough putting one foot in front of the other is the key to achieving visionary goals”.

Third, “A leader needs People. Successful leaders have followers that are committed to the Purpose and the Plan, and are motivated to part of a movement or community or group that is bigger than a sum of its parts. Leaders need to be able to motivate those people to walk the talk”.

And finally, “A leader needs Power. Power can come from people or money or ideas or capital or some kind of other resource, but an engine needs fuel to move forward. Leaders need to be able to marshal these resources in support of their cause”.

Present day leaders also need to be comprehensive. Taking a indication from team sports, every member of the team has a critical role to play, and the success of the team is reliant on on everyone being able to accomplish those roles successfully. Everyone should have the right to voice their view and have a say in the decision-making process. That doesn't mean that the team needs to arrive at a agreement on every matter or that the team is an complete democracy, When an effective leader hires people with different facts of view, then they need the liberty and authority to voice those opinions and points of view (<http://knowledge.wharton.upenn.edu/article/american-express-ceo-kenneth-chenault-valuing-eq-iq/>).

Harold Geneen, the former CEO of International Telephone and Telegraph once said that leadership cannot be taught; it can only be learned. On the job training and constant development is imperative for accomplishment as effective leader today. Learning how to encourage people to

WHAT & WHO IS EFFECTIVE LEADERS AND LEADERSHIP

do things without telling them that they must, and serving people find the answers to their questions without giving them the answers is a large part of the leadership journey. Providing the necessary structure and resources for people to do their jobs is part of the encounter as well.

Interpersonal Effective Leadership Skills American Express

“[Effective leadership](#) skills often focus on teams and team building for a reason: Business owners rely on their team and stakeholders to help them achieve success. Without buy in from your team, meeting your goals can be significantly harder”.

1. Respect your employees.

“Effective leadership often requires respect. You often have to give respect to your team in order to earn it back from them. And if you don't have the respect of your team, then you may not be able to get the best possible work from them when it comes to supporting your business”.

2. Be generous with your resources.

“Generosity can also be a great trait for a leader. There are many different ways to express this trait to your team and other stakeholders. This can mean [supporting causes](#) or charity organizations. It can mean being generous in terms of team compensation. Or it can even mean being generous with your time or expertise. Though many businesses may not have the means to provide tons of money to team members and causes, if you can show a willingness to help and support people in any way you can, people are likely to take notice”.

WHAT & WHO IS EFFECTIVE LEADERS AND LEADERSHIP

3. Establish trust as an important value for your team and your customers.

“Trust can be important when it comes to managing a team, as well as communicating with your customers, clients or prospects. Aside from just being honest with your team and anyone else you communicate with throughout the course of running your business, this also means holding up your end of the deals you make. If you commit to an event or a new product launch, for example, sticking with those commitments can go a long way toward building trust with a variety of different stakeholders. As far as [effective leadership](#) skills go, it is one that you may not want to overlook”.

4. Have some fun!

“You might not think that fun is an essential leadership trait. But your team members are likely to spend a great deal of time working for your business. And if that doesn't include any fun, then they probably won't stick around or work as hard as they might otherwise. However, if you're able to create an environment that includes just the right amount of [fun for your team](#), you can potentially keep everyone happy and productive as they work toward achieving your business's goals”.

5. Practice empathy with your team members.

“Your team members are also likely to make mistakes or have other issues from time to time. Practicing empathy can help you create a more understanding environment where you treat each of your team members as individuals. If you expect them to be perfect and leave them no room for learning or growth, you may hurt your team's morale and productivity”.

WHAT & WHO IS EFFECTIVE LEADERS AND LEADERSHIP

Interior Effective Leadership Skills

“While many business owners find a good deal of their work is communicating with other people, there are also personal traits and skills that can help increase a leader's efficiency”.

1. Be wholly authentic.

“Being [authentic](#) means showing your team the real you instead of pretending to be something else. If you are able to be authentic with your team, it helps convey that you're honest, trustworthy and a real person that they can potentially even relate to on a personal level”.

2. Be humble and admit your mistakes.

“Even the best leaders make mistakes from time to time. But those who pass the blame to others or ignore their own shortcomings aren't likely to gain much respect and hard work from team members. However, if you practice humility and are able to admit when you are wrong, you can help create learning opportunities for yourself and your team so that you can grow together to support your business”.

3. Have a deep thirst for knowledge.

“Great leaders usually know what they're talking about. You're allowed to make mistakes, of course. But having a strong base of knowledge about your business, your industry and your team can go a long way. Relying on employees to do absolutely everything for you can affect

WHAT & WHO IS EFFECTIVE LEADERS AND LEADERSHIP

morale and trust. A great leader is one who has a great deal of knowledge already, but still works to learn more every day”.

4. Take your responsibility as a business owner seriously.

“Being responsible for the things you do over the course of running your business is one of the effective [leadership skills](#) great leaders exhibit. What does taking responsibility look like? It can mean doing what you say you're going to do and owning up to any mistakes. And even when you delegate certain areas or tasks, great leadership means being able to take responsibility for your part in the decision-making process. If you've shown responsibility to your team members and other stakeholders, they may be more likely to trust your word and believe that you can bounce back from any mistakes or hardships”.

5. Exude passion for your business.

“Are you at least somewhat passionate about your business? Showing some enthusiasm at the office can be contagious. If your employees see that you really care about the business and about them, they could be even more likely to work hard to support your mission”.

6. Allow your creativity to shine through.

“Even if your business isn't outwardly creative in nature, great leaders often show their [creativity](#). The problems or issues that you come across while running a business often require unique solutions. Effective leadership skills include being able to problem solve in an innovative way”.

WHAT & WHO IS EFFECTIVE LEADERS AND LEADERSHIP

7. Have the courage to take risks in your business.

“Running a business takes a lot of courage. If you're not willing to take any risks, then your business may not make a whole lot of progress. Evaluating different opportunities and

deciding on the risks that you think are worth it are part of being an effective leader. Then just go for it”.

(<https://www.americanexpress.com/us/small-business/openforum/articles/12-effective-leadership-skills-to-help-lead-your-team-better/>).

WHAT & WHO IS EFFECTIVE LEADERS AND LEADERSHIP

The Leadership Legacy Assessment: Identifying Your Instinctive Leadership Style

Questions 1-10 of 30

1. Do you have a reputation for breaking new ground, and do you like to do it without breaking glass?



That would almost never be me.



Occasionally that describes me.



Some people would say that about me, but others would not.



I'm like that some of the time.



I'm nearly always like that.

2. Do you tend to rally for a cause at work?



That would almost never be me.



Occasionally that describes me.



Some people would say that about me, but others would not.



I'm like that some of the time.



I'm nearly always like that.

3. Do people rely on you for career advice, even after they've left the company?



That would almost never be me.



Occasionally that describes me.



Some people would say that about me, but others would not.



I'm like that some of the time.



I'm nearly always like that.

4. Do you have a strong sense of justice that is not directed by politics?



That would almost never be me.



Occasionally that describes me.



Some people would say that about me, but others would not.



I'm like that some of the time.



I'm nearly always like that.

5. Are you happiest and most driven at the start of things?



That would almost never be me.



Occasionally that describes me.



Some people would say that about me, but others would not.



I'm like that some of the time.



I'm nearly always like that.

6. Are you an excellent listener, able to put yourself in another's shoes?



That would almost never be me.



Occasionally that describes me.



Some people would say that about me, but others would not.



I'm like that some of the time.



I'm nearly always like that.

7. Do you act as the go-between when others are in conflict, or during negotiations?



That would almost never be me.



Occasionally that describes me.



Some people would say that about me, but others would not.



I'm like that some of the time.



I'm nearly always like that.

8. Are you known for being relentless about pursuing initiatives?



That would almost never be me.



Occasionally that describes me.



Some people would say that about me, but others would not.



I'm like that some of the time.



I'm nearly always like that.

9. Do you have a very large contact list, and are you good at keeping in touch with people?



That would almost never be me.



Occasionally that describes me.



Some people would say that about me, but others would not.



I'm like that some of the time.



I'm nearly always like that.

10. Are you regarded as being methodical about collecting facts before making a decision?



That would almost



Occasionally that



Some people would



I'm like that some of



I'm nearly always like

never be me. describes me. say that about me, but others would not. the time. that.

The Leadership Legacy Assessment: Identifying Your Instinctive Leadership Style

Questions 11-20 of 30

11. Are you often the “idea person” and the driver of new initiatives?

- | | | | | |
|--------------------------------|---------------------------------|--|---------------------------------|------------------------------|
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| That would almost never be me. | Occasionally that describes me. | Some people would say that about me, but others would not. | I’m like that some of the time. | I’m nearly always like that. |

12. Are you a natural “therapist”?

- | | | | | |
|--------------------------------|---------------------------------|--|---------------------------------|------------------------------|
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| That would almost never be me. | Occasionally that describes me. | Some people would say that about me, but others would not. | I’m like that some of the time. | I’m nearly always like that. |

13. Are you an instinctive problem solver?

- | | | | | |
|--------------------------------|---------------------------------|--|---------------------------------|------------------------------|
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| That would almost never be me. | Occasionally that describes me. | Some people would say that about me, but others would not. | I’m like that some of the time. | I’m nearly always like that. |

14. Have you been called a perfectionist (sometimes in a negative way)?

- | | | | | |
|--------------------------------|---------------------------------|--|---------------------------------|------------------------------|
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| That would almost never be me. | Occasionally that describes me. | Some people would say that about me, but others would not. | I’m like that some of the time. | I’m nearly always like that. |

15. Do you introduce new people to new ideas and new paths?

- | | | | | |
|--------------------------------|---------------------------------|--|---------------------------------|------------------------------|
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| That would almost never be me. | Occasionally that describes me. | Some people would say that about me, but others would not. | I’m like that some of the time. | I’m nearly always like that. |

16. Is being fair really important to you, to the extent that you will solicit input from a wide variety of people to ensure everyone’s voice is heard?

- | | | | | |
|--------------------------------|---------------------------------|--|---------------------------------|------------------------------|
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| That would almost never be me. | Occasionally that describes me. | Some people would say that about me, but others would not. | I’m like that some of the time. | I’m nearly always like that. |

17. Do you frequently see opportunities for new products and markets?

- | | | | | |
|--------------------------------|---------------------------------|--|---------------------------------|------------------------------|
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| That would almost never be me. | Occasionally that describes me. | Some people would say that about me, but others would not. | I’m like that some of the time. | I’m nearly always like that. |

18. Do others count on your supply of information and wisdom?

- | | | | | |
|--------------------------------|---------------------------------|--|---------------------------------|------------------------------|
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| That would almost never be me. | Occasionally that describes me. | Some people would say that about me, but others would not. | I’m like that some of the time. | I’m nearly always like that. |

19. Are you the one holding the spotlight, rather than standing in its beam?

- | | | | | |
|--------------------------------|---------------------------------|--|---------------------------------|------------------------------|
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| That would almost never be me. | Occasionally that describes me. | Some people would say that about me, but others would not. | I'm like that some of the time. | I'm nearly always like that. |
-

20. When something doesn't seem quite right are you compelled to do something about it?

- | | | | | |
|--------------------------------|---------------------------------|--|---------------------------------|------------------------------|
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| That would almost never be me. | Occasionally that describes me. | Some people would say that about me, but others would not. | I'm like that some of the time. | I'm nearly always like that. |
-

The Leadership Legacy Assessment: Identifying Your Instinctive Leadership Style

Questions 21-30 of 30

21. Do you often chat with your employees about their lives outside work?

- | | | | | |
|--------------------------------|---------------------------------|--|---------------------------------|------------------------------|
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| That would almost never be me. | Occasionally that describes me. | Some people would say that about me, but others would not. | I'm like that some of the time. | I'm nearly always like that. |
-

22. Are you ever accused of being too rational?

- | | | | | |
|--------------------------------|---------------------------------|--|---------------------------------|------------------------------|
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| That would almost never be me. | Occasionally that describes me. | Some people would say that about me, but others would not. | I'm like that some of the time. | I'm nearly always like that. |
-

23. Do you tend to juggle a lot of different projects, both at work and at home?

- | | | | | |
|--------------------------------|---------------------------------|--|---------------------------------|------------------------------|
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| That would almost never be me. | Occasionally that describes me. | Some people would say that about me, but others would not. | I'm like that some of the time. | I'm nearly always like that. |
-

24. Are you often the one people turn to for guidance during or after a particularly stressful situation?

- | | | | | |
|--------------------------------|---------------------------------|--|---------------------------------|------------------------------|
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| That would almost never be me. | Occasionally that describes me. | Some people would say that about me, but others would not. | I'm like that some of the time. | I'm nearly always like that. |
-

25. Of the last 10 people to come into your office, how many were asking you to get involved to fix something?

- | | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <input type="radio"/> |
| Hardly any | Just a few | About half | The majority | The vast majority |
-

26. Of the last 10 people to come into your office, how many were there to discuss something you thought needed improving?

- | | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <input type="radio"/> |
| Hardly any | Just a few | About half | The majority | The vast majority |
-

27. Of the last 10 people to come into your office, how many were there to discuss career or personal issues?

<input type="radio"/>				
Hardly any	Just a few	About half	The majority	The vast majority

28. Of the last ten people to come into your office, how many left with a greater understanding of some pivotal issues or the root cause of a problem?

<input type="radio"/>				
Hardly any	Just a few	About half	The majority	The vast majority

29. Of the last 10 people to come into your office, how many were there to discuss something new that is exciting to you?

<input type="radio"/>				
Hardly any	Just a few	About half	The majority	The vast majority

30. Of the last 10 people to come into your office, how many were there purely to ask for your advice or counsel?

<input type="radio"/>				
Hardly any	Just a few	About half	The majority	The vast majority

Ambassador

“Ambassadors instinctively know how to handle a variety of situations with grace. They tend to be the people diffusing nasty situations. The ones getting involved in conflicts on behalf of broad constituencies, as opposed for their own benefit. They are apt to be persistent in a gentle way to be persuasive and at the same time respectful. An Ambassador, for example, might be someone who can introduce a whole host of people-assessment and development frameworks with the result that employees understand and accept the new order easily (Galford and Maruca 2011)”.

Advocate

“Advocates instinctively act as the spokesperson in a group. They tend to be articulate, rational, logical, and persuasive. They also tend to be relentless (in the positive sense of the word), championing ideas or strategic positions. Advocates tend to use both linear and non-linear approaches when they argue a point. Top managers who are natural Ambassadors may do very well at navigating through rough waters. But for Advocates, being in rough waters is part of the

reason they revel in their work. (Many Advocates tend to see things in black and white only. Advocates very often need Ambassadors on their senior management teams -- to help them temper their messages and persuade employees to “buy into” their decisions (Galford and Maruca 2011).”

People Mover

“ Think Talent-spotter, career-builder, motivator, someone with parental, nurturing qualities. People Movers instinctively take the lead in building teams. They’re also instinctive mentors. They generally have large contact lists; they are always introducing new people to new ideas and new paths. They’re also generally mindful of their employees’ lives outside of work; they view performance through the larger lens of potential. There is a certain “holiday card joy” that comes with being a People Mover; when people continue to update you on their progress because they know you’ll care, even if you have nothing in common with them and are effectively out of touch with them, you know you’re a People Mover (Galford and Maruca 2011)”.

Truth-Seeker

“Think fairness, good judgment, equalizer, level-headed, process-oriented, scrupulous neutrality, objectivity is the high standard. This is the only role for which there is a “prerequisite;” Truth-Seekers are unfailingly competent in their field; their competence is unquestioned.

Truth-Seekers instinctively level the playing field for those in need. They also help people

understand new rules and policies. They also step in to ensure the just fair outcome if the process has failed to yield the same. They act to preserve the integrity of processes. They try to identify the root-cause issues, or pivotal issues..Successful individuals in the Human Resources function are generally natural Truth-Seekers. Truth-Seekers also tend to gravitate towards line-manager positions (Galford and Maruca 2011)”.

Creative Builder

These individuals are visionaries and entrepreneurs they are happiest and most driven at the start of things. They instinctively: see new opportunities for new products, new companies; spot niche markets; take ideas and make them real. They’re also often “serial entrepreneurs” over time, even if they remain in one leadership post. Creative Builders instinctively understand that building is not necessarily about invention, but about process of making an invention real. Builders are constantly energized by new ideas, yet they have the staying power to see them through to fruition.

“The issue is rarely simply the idea; builders aren’t “Hey Dave, what’s your latest scheme?” people. Builders are fascinated with implementation. Real estate developers are often “builders” in this way (beyond the obvious connection); they feel most rewarded when a project gets underway, or is newly completed. Builders sometimes get into trouble if they remain in one place for too long. There are case studies, too numerous to mention, of entrepreneurs whose legacies are negative because they became enmeshed in the day-to-day operations of the companies they created, and didn’t know when it was time to leave. Builders can successfully

remain in a single leadership position only if they figure out how to feed their own need for new projects. Here's an equation to try on yourself if you identify with the role of builder: Strength of belief in end result + Ability to tolerate the process Creative Builder (Galford and Maruca 2011)".

Experienced Guide

"The term "Experienced Guide" conjures up an image of someone very old and wrinkled, with the experience that comes with age. That's not incorrect, but Experienced Guides don't have to be old, or necessarily experienced. What they do have to have is an ability to listen, and to put themselves in others' shoes. They have a way of helping people think through their own problems; they are natural therapists. Often, they are seemingly bottomless wells of information on a diverse range of topics. These are the people who can always be counted on to supply the right quotation or the right historical connection. They are not necessarily mediators, yet the experienced guide is often the person who finds him or herself "in the middle," with people on both sides of a conflict seeking advice. When a corporate meeting has been particularly stressful or fraught with conflict, the "post-meeting, closed-door meeting" often takes place in the Wise One's office. Remember the "family lawyer" of old? The person, outside of the family, who knew (and kept) all the family secrets, and was often sought for advice? The experienced guide role naturally lends itself today to the position of minister, counselor, trusted advisor. Renato Tagiuri, emeritus professor at the Harvard Business School, noted that natural "experienced guides" are often found one level down from the top in organizations. They get their greatest

satisfaction helping others get through the day and helping others see the bigger picture. They empathize (Galford and Maruca 2011)”.

Reference

American Express CEO Kenneth Chenault: Valuing EQ over IQ *Nov 08, 2013*

<http://knowledge.wharton.upenn.edu/article/american-express-ceo-kenneth-chenault-valuing-eq-i>

q/ ©2013

Your Leadership Legacy <http://www.yourleadershiplegacy.com/assessment.html> © 2011

Robert M. Galford and Regina Fazio Maruca
