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Doug Williamson: *Leadership*

The Gallup Foundations of Leadership
Interviews and Focus groups of 5,000 leaders

Leadership is not driven by:

Education

Training

Race

Gender

Age

Leadership is driven by:

Talent

Talent – the way in which this person sees the world and how this belief system affects their daily behavior

Perception management

The perceptions of the followers speak to the leader's ability understand and manage what they see.

"Players don't care about what you know, until they know that you care..." - Coleen Hacker

Knowledge of self

The ability to understand your abilities, passions, and inabilities

"We can't trust ourselves until we know ourselves."

Williamson

These leaders spent a great deal of time on self reflection.

They set aside regular time for musing on self.

This was not used to better their own weaknesses, but rather utilized other relationships and resources to maximize their strength and minimize their weaknesses.

Complimentary partnering

They didn't try to hide their weaknesses

They didn't try to bolster their own weaknesses

They read books and attend seminars on what their strengths already are

They don't beat themselves up over their own weaknesses

They confessed their weaknesses readily

They partnered with people that rounded themselves out

Requirements of players
Physical skills (fitness)
Competitiveness
Technical skills
Tactical “sense”
Emotional skills
Imaging
Note: competitive players “feel” and “see” success

Leaders that lead by example don't really lead – *true leaders exhort others to follow*

Requirement of Coaches
Leadership
Observation
Intellectual skill
Methodology
Communication

Note: Leadership can be enhanced and refined, but it is difficult to teach; the most successful coaches will find ways to meet the “Seven Demands of Leadership.”

Belief in *talent* – *talent = personality trait*

4 areas:

provide clear direction: *vision, concept, focus*

drive results: *ego drive, competition, achiever, courage, activator*

maximize human resources: *relator, developer, multi-relator, stimulator (humor-hospitality), individualized perception (see the talents of others), team (group organizer and motivator)*

manage systems: *performance orientation, discipline, strategic thinking (chess), responsibility/ethics, arranger, operational*

Note: “*the only talent that grows in humans after 14 or 15 years of age is responsibility and ethics.*”

Gallup still does not know whether these talents are nurture or nature related.

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Belief in talent You can try to motivate an untalented group of people until you are blue in the face but....

Study success, Study the best *People don't learn from trial and error, they learn from trial and success.*

Focus on excellence *When praise is deserved it can never become excessive.*

Move from strength *If you have a great coach that can't get their paperwork done, find a way to support them so that you don't lose them. Help them within their own talent set.*

Measurement improves performance *We can't manage what we can't measure!!*

Build team synergy *The best teams are not filled with clones. Build partnerships to share your strengths and to support your efforts.*

The best companies don't hire clones.

Three main talents of leaders –

relating to people

drive to execute

integrity *if you are truly a leader, you are not going to be manipulative of others*

Adolf Hitler had great talent, but... *he had no integrity*

Integrity

study your own beliefs (reflect and contemplate)
act on your beliefs in your speaking and your doing
accept the consequences of your beliefs

7 tasks of leadership

Visioning – The future is not a destination at which you arrive, but a place distinctly created by the choices you make. *Projecting*, *imagining behaviors necessary to be successful*, *projecting images for their team members*. “*Vision without action is hallucination.*”

Mentoring – Have a mentor to observe, converse with, and emulate; serve as a mentor to others. Avoid brown-nosers that would block what you need to know, by giving you only what they think you want to hear (Psycho-fans). Seek out a mentor. *Mentors go with you, even when they are not there.*

Seeking challenges – Seeking out experiences that provide significant win/lose challenges, that cause the leader to draw on all of his/her talent.

BHAGS = big hairy audacious goals to be stretched.

Knowing self – We turn non-talents into weaknesses by being over concerned with them. You can do anything you want as long as you try hard enough: is an ‘immoral statement.’ *Find out what a person’s strengths are and mentor them in that direction. People are happiest when they are doing what they love.*

Making sense of experience – Read, talk about ideas with others, and seek explanations to develop concepts that help leaders explain events and do things better.

Gallup Books: discovering strengths

1st break all the rules – Coffman

Now discover your strengths – Coffman

Stephen Carte – Integrity

The introvert advantage - ?

Build a constituency – Size and quality of the constituency a leader builds is often a key factor in her/his ability to have widespread impact. *Community, relationships for a purpose, people that need each other.*

Stabilizing values – Sharing one’s values leads to trust within the team. Workers/players want to follow leaders/coaches when they trust them and know where they stand. *Morals, values, ethics.*