



the
**SELF-AWARE
LEADER** 

Module 6: Generosity Quotient® Training Program

Facilitator Guide

Module Overview:

Giving is a major part of self-aware leadership. We must leverage *giving* into our everyday, professional lives. The purpose of this module is to illustrate that *giving* creates a more trusted network and thus a more sustainable leadership style.

Generosity Quotient® creates leadership value through four types of primary giving and by delineating four distinct roles for giving. In this segment participants will examine each type of primary giving and learn how to put it into action by one of, or a combination of, different approaches.

Module is ~75 minutes.

Performance Objectives:

Key behaviors validated in the research that are highlighted in this module include:

- Inspire and include others more to drive confidence, ownership and productivity.
- Grow your network of champions, allies and followers by becoming more selfless in how you lead.
- Build capacity and trust within your team by delegating rather than controlling ideas.

Tips to prep from *The Self-Aware Leader* Book:

1. Generosity Quotient™ is discussed in Chapter Six of *The Self-Aware Leader*.
2. Gain insights on applying Generosity Quotient® on page 88.
3. Gain ideas for increasing Generosity Quotient® on page 90.
4. Consult the chart that outlines common hurdles for giving on page 93.
5. Read the “Piggyback Ride” anecdote on page 96.

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Module Sections, Exercises & Timing:

PART	TOPIC	PPT SLIDE	PARTICIPANT GUIDE PAGE	TOTAL TIME
Introduction	Pre-Assessment Exercise and Discussion	Slide 1	Page 1	10 minutes
Part 1	A Foundation of Giving <ul style="list-style-type: none"> - Exercise 1 = 5 mins - Discussion = 10 mins - Group Discussion = 10 mins 	Slide 2	Page 2	25 minutes
Part 2	Four Types of Givers <ul style="list-style-type: none"> - Exercise #2 = 5 mins - The Model = 10 mins - Key Points = 10 mins 	Slide 3	Page 3	25 minutes
Part 3	Increasing the Skill and Wrap-up <ul style="list-style-type: none"> - Exercise #3 = 10 mins - Wrap-up = 5 mins 	Slide 4	Page 4	15 minutes

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Module 6

Generosity Quotient®



Module 6

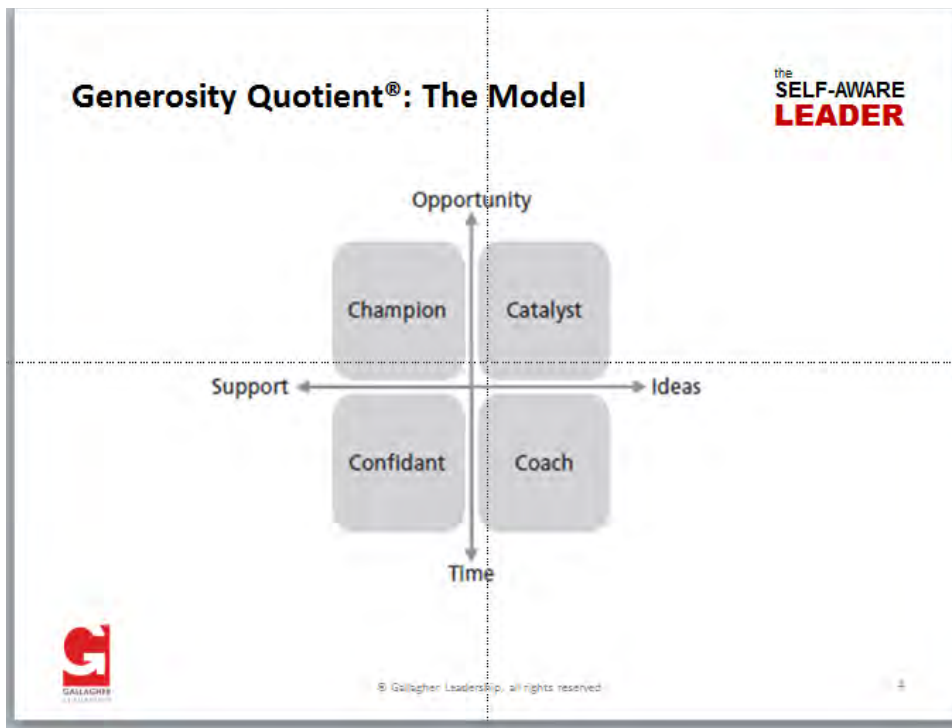
Generosity Quotient®

The Self-Aware Leader (FAST), 2010
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Part 1: A Foundation of Giving (25 m)

- TRANSITION into this module by stating that just as not all leadership is the same, not all giving is the same.
- CONNECT to stories from intro and how giving was different.
- **INTRODUCE the Four Ways to Give on SLIDE 3.**
 - GIVING OPPORTUNITY
 - Key Example: delegating a project to an employee who needs a “rebound”
 - Key Connection: give up control to gain influence
 - GIVING IDEAS
 - Key Example: you share an idea with a colleague and expect no recognition
 - Key Connection: people want to work with the smartest, most successful person in the room, but only if that person is willing to share the glory
 - GIVING TIME
 - Key Example: you take the time to share a plan or vision with an employee not directly involved in a project
 - Key Connection: Stop being too busy to simply listen to people
 - GIVING SUPPORT
 - Key Example: you have enough of a rapport with staff that they trust your desire to see them succeed
 - Key Connection: Show you care about the person, not just the project or outcome
- **INTRODUCE the model on SLIDE 4.**
- ADDRESS how the Four Types of Giving are visually displayed in the model.
- POINT OUT the new information of the 4 Givers listed in each of the four quadrants.
- TRANSITION by stating, “Let’s move to the next section and learn more about these four types of givers.”

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Part 2: Four Types of Givers

There are four basic types of givers:

- Champions = give the leader _____
- Catalysts = give the leader _____
- Confidants = give the leader _____
- Coaches = give the leader _____

Exercise #2:

Think back on the projects chronicled in Exercise #1. Now consider the 10 people who most influenced your success on those projects. Write their names in the space provided below.

Reflective Questions

- When you see these names listed, how many are champions (people more senior than you who will stick their neck out to help you succeed)?
- How many are allies (people who peers to you that align their efforts to help create momentum)?

KEYPOINT: Be intentional on how you utilize each of the four ways to give in order to maximize your Generosity Quotient™.

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Part 2: Four Types of Givers (25 m)

- RECALL the original exercise and challenge participants to chronicle the 10 people who most influenced their success on the three projects they selected at the beginning of this module.
- **INSTRUCT learners to turn to Page 3 in the Participant Guide.**
- INTRODUCE the four givers by explaining the Generosity Quotient model:
- *NOTE – bolded/underlined words below are what they need to fill in the blank in their participant guide.*
 - Champion = gives the leader **confidence**.
 - Catalyst = give the leader **momentum**.
 - Confidant = gives the leader **patience**.
 - Coach = gives the leader **perspective**.
- DISCUSS how the four types interact with the four ways to give. For example, how does a coach give you time and ideas; or a champion give you support and opportunity?
- LEAD participants in discussion based around development of four giver types by asking which type of giving has the most value in their work today and why.
- ASK participants to look at the 10 influencers they have listed and see if they observe any of the patterns of how those individuals give to them. Is it all the same type of giving?

Part 3: Increasing the Skill & Wrap-up (15 mins)

- PRESENT the tactics for “Increasing the Skill.”
- PREPARE participants to create an actionable plan for their own **ability, capacity and willingness to give**.
- RALLY participants in the completion of the “Giving Plan” in which they use the Generosity Quotient™ model to create their own specific, purposeful plan for giving.
- ASK participants to share their plans in pairs.
- CONSIDER ending with a short anecdote about generosity in leadership (like the Piggy Back story from *The Self-Aware Leader*.)



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Module 6: Generosity Quotient[®] Training Program

Participant Guide

Part 1: A Foundation of Giving

Exercise #1

Think of three (3) significant projects or initiatives you have worked over the past 12 months. Pick three that really tested your leadership skills. Pick one project that went really well. Pick another that went “OK, but not great.” The third project you pick should be one that presented a real challenge. List the project names below.

- **Project 1** (went well): _____
- **Project 2** (ok, but not great): _____
- **Project 3** (a real challenge): _____

For each of the following statements, respond with either *‘always’*, *‘sometimes’* or *‘never’* to indicate how you performed on each specific project.

	Project 1	Project 2	Project 3
I allowed others to run project meetings.			
I shared decision-making responsibilities with all.			
I deflected credit to others on the team.			
I had to be present for progress to happen.			
I was the voice for project communications.			
I initiated the ideas that were implemented.			
I shared information with multiple players.			
I spent time with key individuals outside of meetings.			
I shared my belief that the team will drive success.			
I recognized others more than I was recognized.			
I was indifferent about who owned the best idea.			
I valued input to drive stronger solutions.			

Reflective Questions

- What patterns do you see across the behaviors? What do these patterns reveal about your approach to the specific projects?
- What patterns exist within each project? How are these patterns indicative of the outcomes?

KEY POINT: If IQ measures brain power, and EQ measures emotional capacity; the Generosity Quotient® is your ability, capacity and willingness to GIVE.

Part 2: Four Types of Givers

There are four basic types of givers:

- Champions = gives the leader _____
- Catalysts = give the leader _____
- Confidants = gives the leader _____
- Coaches = gives the leader _____

Exercise #2:

Think back on the projects chronicled in Exercise #1. Now consider the 10 people who most influenced your success on those projects. Write their names in the space provided below.

Reflective Questions

- When you see these names listed, how many are champions (people more senior than you who will stick their neck out to help you succeed)?
- How many are allies (people who peers to you that align their efforts to help create momentum)?

KEYPOINT: Be intentional on how you utilize each of the four ways to give in order to maximize your Generosity Quotient®.

Part 3: Increasing the Skill

Now closely consider the Generosity Quotient model (provided below). Write the initials of each of the ten individuals you cited, next to the type of giving that most accurately describes the value or resources they provided you.



EXERCISE #3:

Based on the initials you wrote around the Generosity Quotient® model listed above, sketch a rough draft of your “giving plan.” Be calculated, purposeful and specific on how you want/need to give to those who surround you professionally. Remember to write tactics. Be specific and focus on actions you can do.

Reflective Questions

- Will focusing in one specific quadrant pay you the most return short term? Will it help you create more followership of what you are leading?
- What risk do you run by not addressing the quadrant with the least sets of initials?

KEYPOINT: Mapping how what you give to others and what others give to you is a key part of facilitating momentum.



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Module Six:

Generosity Quotient®

Generosity Quotient®: A Foundation of Giving

➔ **IQ measures cognitive ability.**

- How smart are you?
- How well can you digest and interpret information?

➔ **EQ measures ability to perceive and manage emotions.**

- How well can you read people?
- How do you empathize and relate to others?

➔ **Generosity Quotient® measures ability, capacity and willingness to give.**

- How do you share your time and ideas?
- How do you provide support?

Generosity Quotient®: Four Ways to Give

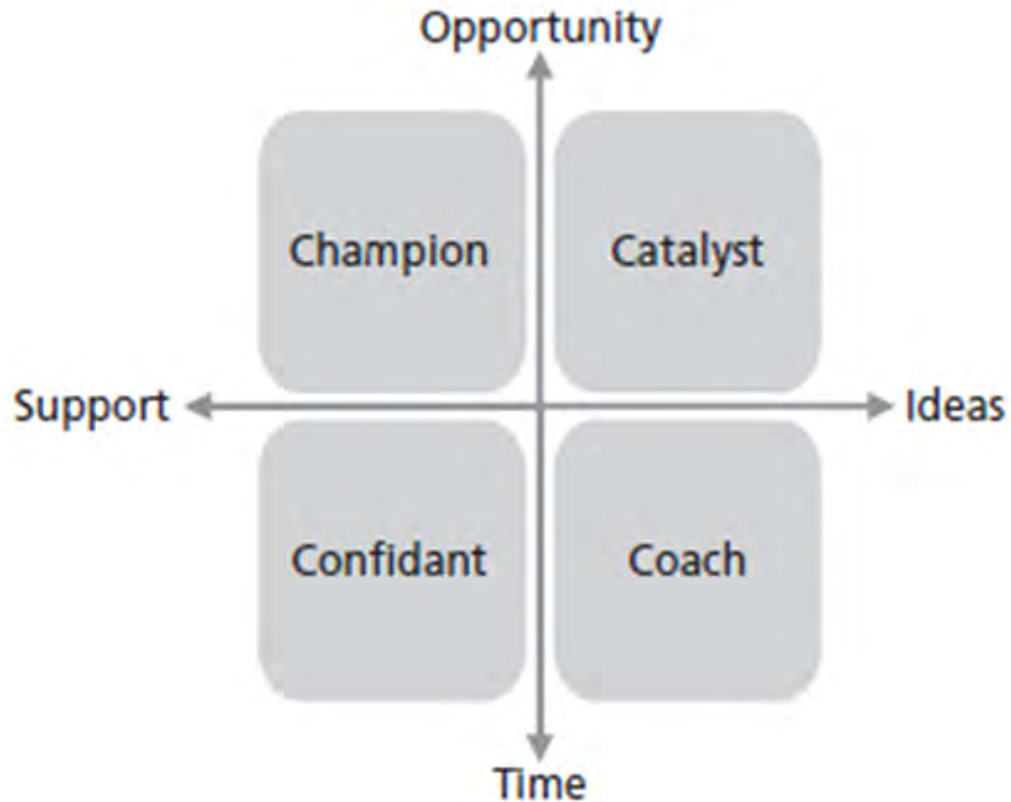
Giving Opportunity: Create chances for visibility, exposure and momentum for others; give up control to get control.

Giving Ideas: Whisper an innovation in someone's ear and let them run with it. Take no credit.

Giving Time: Prioritize the time you take to teach others over the time you take to simply work the work. Learning and spending time with you will influence engagement, loyalty and productivity.

Giving Support: Read the patterns in people. Observe what those patterns mean for the individual and the team. Communicate with candor.

Generosity Quotient®: The Model



Generosity Quotient®: Increasing the Skill

➔ Shift from managing work to managing people

- Give inspiration, options & opinions
- Teach, don't fix; avoid being a "task master"

➔ High control builds low trust

- Allowing reports to do work "their way" = "their best work"
- Biggest employee complaints aren't about money

➔ Create a culture of giving

- Share information across corporate functions
- Share ideas to amplify impact