

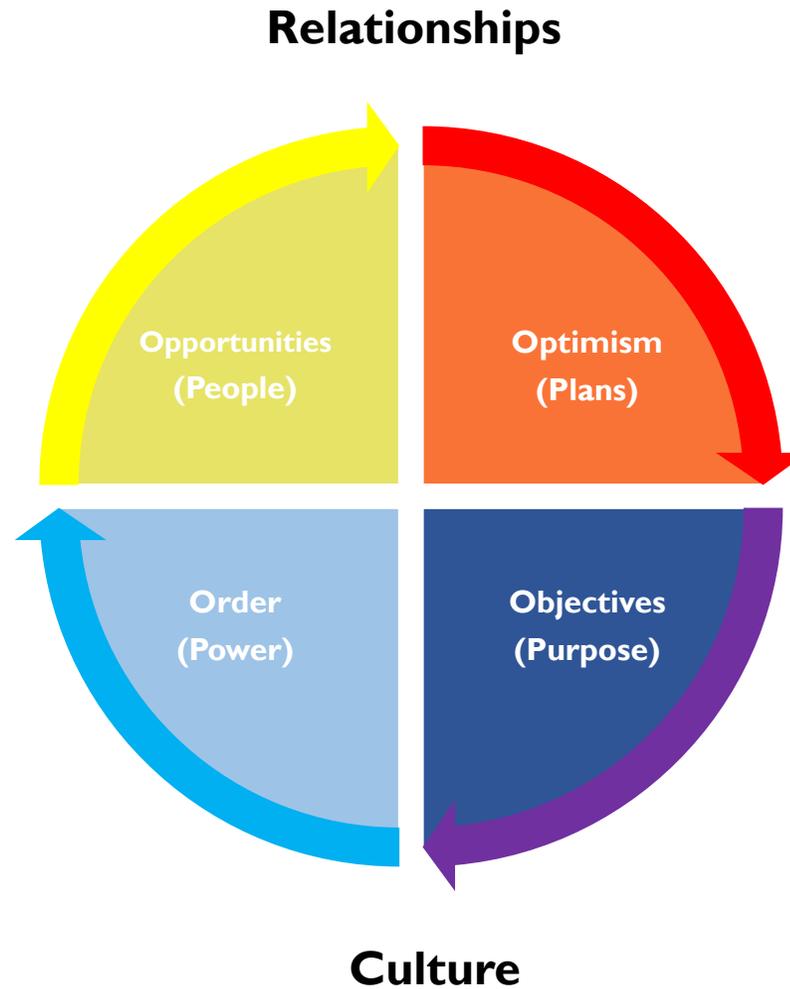
The Leadership Identikit™ Tool

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- Stakeholding Champion**
Equity of treatment in relationships
- Stakeholding Actor**
Compromised by tolerating discrimination
- Stakeholding Bully**
Manipulating by persecuting unjustly

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- System Architect**
Freedoms of liberty by rules, norms and sanctions
- System Controller**
Compromised by policing compliance
- System Dictator**
Manipulating by forcing obedience



- Organising Investor**
Legitimacy of expectations given capabilities
- Organising Operator**
Compromised by disregarding realities
- Organising Exploiter**
Manipulating by plotting deception

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- Cause Visionary**
Integrity of intent with truth and transparency
- Cause Pragmatist**
Compromised by juggling self interests
- Cause Deceiver**
Manipulating by disingenuously sponsoring

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The Leadership Identikit™ Permutations

Leadership Identikit				
	Ethical Thoroughbred	Ethically Compromised	Unethical Manipulator	
People & Plans = Orange	Champion Investor	Actor Operative	Bully Exploiter	Relationship Leader
Power & People = Green	Architect Champion	Controller Actor	Dictator Bully	Campaign Leader
Power & Plans = Violet	Architect Investor	Controller Operative	Dictator Exploiter	Business Leader
Purpose & Power	Visionary Architect	Pragmatist Controller	Deceiver Dictator	Cultural Leader
Purpose & People	Visionary Champion	Pragmatist Actor	Deceiver Bully	Team Leader
Purpose & Plans	Visionary Investor	Pragmatist Operative	Deceiver Exploiter	Entrepreneurial Leader

The Leadership Identikit™

Leader Category	Ethical Leader	Examples where the qualities should excel	Unethical Leader	Examples of activities
Motivator: about the cause and objectives (Purpose)	Cause Visionary	Cause leadership, advocacy, artistic directing, selling, coaching, fundraising	Cause Deceiver	Con-artistry, dishonesty
Authoriser: in the system and through order (Power)	System Architect	Auditing, regulating, law making, law enforcing, public administration, religious leadership, health and safety	System Dictator	Corruption, arrogance
Matchmaker: stakeholding for opportunities (People)	Stakeholding Champion	Diplomacy, negotiating, facilitating, social networking, membership gatherings	Stakeholding Bully	Gang violence, egotism
Organiser: organising and providing optimism (Plans)	Organising Investor	Planning, bid writing, IT developments, project leadership, business cases	Organising Exploiter	Fraud, asset stripping
Relationships: people and plans	Champion Investor	Training, mentoring, talent management, recruiting, educating	Bully Exploiter	Cruelty, prejudice
Campaigns: power and people	Architect Champion	Social movements, lobbying, trade union strategies, public relations	Dictator Bully	Authoritarianism, human rights abuses
Business: power and plans	Architect Investor	Company boards, financial accounting, strategic politics	Dictator Exploiter	Patronage, elitism
Cultures: purpose and power	Visionary Architect	Art, corporate social responsibility, designing, philosophy	Deceiver Dictator	Forgery, radicalisation
Teams: purpose and people	Visionary Champion	Captaining, motivational speaking, spiritual guidance, marketing, vocational work	Deceiver Bully	Autocracy, distortion
Enterprise: purpose and plans	Visionary Investor	Entrepreneurial activities, reforming, inventing	Deceiver Exploiter	Theft, greed

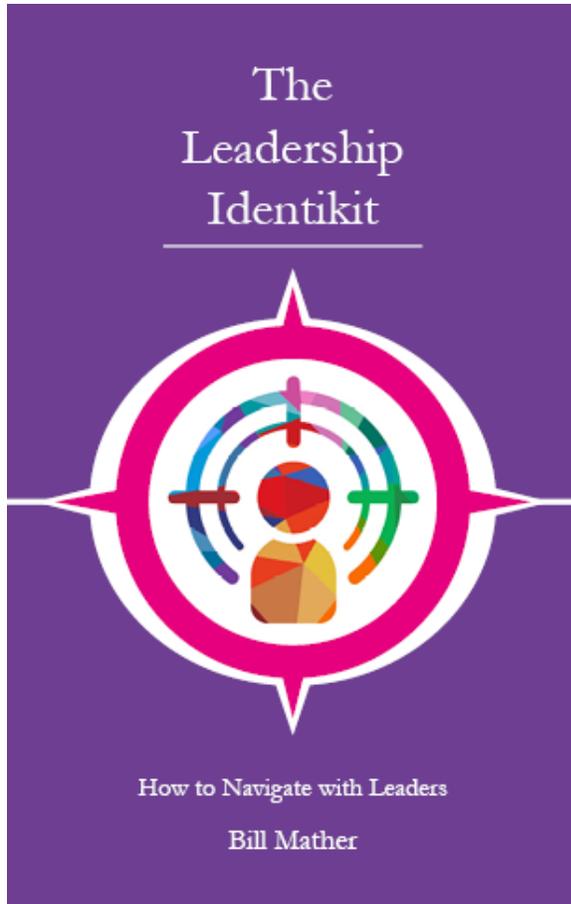
How to use The Leadership Identikit™ Tool

- This tool is devised to help explore and understand ourselves and others as leaders by thinking differently.
- It starts with ethics. How ethical do you think the person you want to apply this tool to (you or someone else) acts in their leadership role – ethically, ethically compromised, unethical?
- Does this person excel or specialise in one of the primary coloured Quadrants of Influence - Objectives, Order, Opportunities or Optimism as, respectively, a Motivator, Authoriser, Matchmaker or Organiser? All leaders have aspects of each of these four functions of leadership. So the test is to see if the person has a particular major focus.
- If so, there are three leader titles ranked according to ethical standards. Does the brief description on Slide 1 fit your experience and impression of the person? If so you have identified the leader category.
- If not, perhaps the person is equally operating across two of the Quadrants to be a leader of relationships, campaigns, business, culture, teams or enterprise (Slide 2). You can merge the relevant Slide 1 descriptions and the colours to get a colour coded permutation.
- The ten leader categories are listed on Slide 3 with examples of the kind of roles and activities that I judge should match the strengths of the ethical thoroughbred leaders. Examples of the unethical opposites are also given. Different leaders will interpret their roles in ways that best match their preferences and situation, so may not sit where I have allocated the examples. A strategic politician, for instance a Government Minister, I have allocated as a leader of Business combining power (blue Order) with plans (red Organising). As an alternative, a politician could as readily be passionate about the political cause and keen to stand for people's rights – therefore combining purpose (purple Objectives) and people (yellow Opportunities), which I have categorised as leader of Teams, a Visionary Champion. I would argue that such a politician, not excelling with power, is less likely to rise to a Ministerial position and less likely to directly progress the political goals.
- Ideally we would be excelling across all four functions of leadership. But that is rare!. This is not a science but an art of assessment and recognising implications. You will form your own views and categories. This tool prompts a different way of thinking to distinguish and predict leadership behaviours and capabilities.

Some Leadership Navigation Guide Definitions

- **Behaviour:** where social meaning and purposes are also involved, the result of beliefs and values—both held personally and shared across each group, community or organisation
- **Benefits:** the outputs and outcomes arising from the pursuit and achievement of objectives
- **Cause Leaders:** the leadership purpose is to achieve an outcome that contributes to social progress
- **Cause:** a transformational purpose, intention or idea backed up by a compelling leadership narrative on what needs to be done (the vision and mission)
- **Compromised Leaders:** are those that specialise in a particular Quadrant of Influence whilst conceding the Quadrant's Global LIFE Ethic as and when self-interests are at stake: the Cause Pragmatist losing integrity, the System Controller sacrificing freedoms, the Stakeholder Actor tolerating inequalities and the Organising Operative disregarding legitimacy.
- **Culture:** the five elements of language, values, norms, beliefs and symbols enabling (communities and groups to have) shared expression of meanings. Culture is never fixed, but always evolving as a constructed framework of meanings
- **Leaders:** people who have frequent and effective leadership moments of influence with the strongest becoming a channel of influence by streaming these moments and attracting followers
- **Leader Myths:** three commonly held myths about leaders: the chosen few are leaders, leaders have an ongoing role and leaders operate through management styles. These are not true
- **Leadership Functions:** the four “O” Quadrants of Influence in the Sphere of Leadership:
 - Objectives: Cause Leaders promote the vision—aligning aspirations and values to underpin motivations—to build allegiances, deliver benefits and meet goals
 - Opportunities: Stakeholding Leaders construct collaboration—strengthening coverage of relationships through teamwork and alliances—to establish networks to realise opportunities
 - Optimism: Organisation Leaders organise the journey and ensure effective capabilities—building trust and morale through confidence and wellbeing—to undertake the mission with optimism
 - Order: System Leaders set social structures, practices and institutions to change behaviours. Order is formed from traditions, religions, laws, regulations, protocols and systemised beliefs. It is the opposite to chaos and is vital for cooperation, social cohesion, organisational stability and community security
- **Leadership Myths:** three commonly held myths about leadership: leadership is personal and charismatic, the essence of leadership remains the same and leadership is territorial. These are half truths.
- **Management:** good management maintains order and controls resources
- **Manipulative Leaders:** are those that pull strings to unscrupulously satisfy their own needs in a particular Quadrant of Influence: the Cause Deceiver, the System Dictator, the Stakeholder Bully, and the Organising Exploiter.
- **Norms:** rules for behaviour to give order, stability and social control with rituals, sanctions and power relationships; this includes the division of roles and responsibilities, hierarchies and institutional systems
- **Thoroughbred Leaders:** are those that excel in a particular Quadrant of Influence whilst upholding the Quadrant's Global LIFE Ethic: the Cause Visionary Leader standing for integrity of intention, the Systems Architect Leader standing for freedoms of liberty, the Stakeholding Champion standing for equity of treatment and the Organising Investor standing for legitimacy of expectations.

Leadership Navigation Guides Series by Bill Mather



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