

# Igniting Future Catalytic Leaders

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Defining Catalytic Leader – “Catalytic leaders **create the conditions** that **enable others to achieve** shared purpose in the face of multifaceted challenges. They are **force multipliers** who **build teamwork in pursuit of a mission.**”



## How to identify gifts, temperaments, and dreams

|                              |                                    |                                    |                                      |                                       |
|------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| <b>Enneagram</b><br>"Desire" | <b>Myers-Briggs</b><br>Personality | <b>DISC</b><br>Interface &<br>Mask | <b>Strengths Finder</b><br>Strengths | <b>Working Genius</b><br>Role on Team |
|------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|

**The old math is broken.**  
**The equation now: Outcomes + Human Sustainability.**

### A "First Three Years" Process

- 1. The first two years is a discovery period.**
  - a. Weekly supervision with twice-annual half-days away.
  - b. Have them learn the organization.
  - c. Listen for dreams/responses.
  - d. Can they show up every day?
  - e. Who are they "really" (often found in year three)?
- 2. In year three, I begin to reshape the workload to align better with demonstrated gifts/interests.**
  - a. Often includes promotion and pay raise.
  - b. Move to less frequent supervisory meetings

1. Top performers create value for the company AND leave people healthier, wealthier, and wiser.
2. Co-creation, not coercion.
  - a. Top employees don't want metrics crammed down their throat.
  - b. They want to co-create measures that matter.

### **Strategies for Developing Talent (from Arbor Research Group)**

- The Three perspectives/concerns - Executives, Managers, Frontline
  - The breakdowns are often around middle managers
  - Importance of organizational culture for growth
  - Protect the vulnerable with reporting mechanisms
- Help leaders "learn the business" - training, experience
- Avoid "dirty delegation"
  - Check for ownership levels - People learn to driving... by driving.
- Lead at the speed of talent's growth
  - Think succession planning

### **Terry's Four Rules of Supervision**

1. **Meet regularly**
2. Get **close enough to inspect**
3. Work in from the **edges of the puzzles**
4. Push the **Green "GO" button**. Praise directs potential.

### **Hiring & Promotion**

1. Past performance doesn't always predict future potential.
2. Great managers are talent-spotters.
3. A variety of personnel sparks innovation ... and often increases conflict.
4. Prioritize:
  - a. Hiring for traits like emotional intelligence
  - b. Promoting from within when possible
  - c. Providing coaching, feedback, growth opportunities
  - d. Assessing values alignment over just skills
  - e. Valuing potential & transferable skills (like adaptability)
  - f. Making promotions more skills-based than tenure-based

### **Key Application Steps:**

- Develop a long-term talent strategy
- Prioritize assessing core traits & potential
- Provide coaching, listening, and growth opportunities

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