

## The Global Executive Leadership Inventory (GELI) – Fact Sheet

### What is the GELI?

In general, the most successful global leaders simultaneously play two roles: the first is a “charismatic” role; the second is what we might call “architectural.” The first involves visioning, empowering, and energising – behaviours that direct, inspire, and motivate their followers. The second involves the implementation of processes to improve organisational design and to control and reward employee behaviour appropriately. These two roles – never easy to balance effectively – are all the more difficult to accomplish successfully in the context of a global organisation.

The GELI is an in-depth 360° feedback leadership development tool developed by Manfred F. R. Kets de Vries to help executives evaluate their performance in twelve primary leadership tasks. It has undergone elaborate testing procedures to emerge as the highly reliable definitive version used today. The questions it includes have been carefully designed to measure the competencies that are essential for excellent global leadership. To date, the GELI has been taken by 30,000 executives (and 200,000+ observers) worldwide.

### Objectives and Dimensions

By investigating what it means to be a world-class leader, the GELI can be an effective tool in the personal and professional development of leaders. Specifically, it looks at 12 dimensions of leadership behaviour and encourages participants to examine their own effectiveness in critical areas, such as their charismatic and architectural roles as a leader, their emotional intelligence, their life balance and their resilience to stress.

Participants rate their own performance and compare their personal rating with that of a group of observers (superiors, direct reports, co-workers or others) who respond to the questionnaire anonymously. It also provides feedback that is normalised against a control group of hard-driving, global executives.

The leader dimensions include:

- Visioning
- Empowering
- Energising
- Designing & Aligning
- Rewarding & Feedback
- Team-Building
- Outside Stakeholder Orientation
- Global Mindset
- Tenacity
- Emotional Intelligence
- Life Balance
- Resilience to Stress

### Who is the GELI designed for?

The GELI is designed for a broad range of leaders, including CEOs and top executives, junior executives, mid-level managers, organisational directors working in profit and non-profit organisations and for identifying high potentials.

## Questionnaire structure

- 100 questions, including a comments section for observers
- Psychometrically-validated and normalised against global executives
- 360° feedback from between 7-10 observers (Superior, Direct Report, Co-worker, and Other) – Optional 20 observers at additional cost
- Superior feedback is not anonymous (if there is one superior only)

## What outcomes can I expect after taking the GELM®?

The GELI serves as an essential resource on your leadership journey and is an ideal tool for examining leadership strengths and behavioural roadblocks and then taking steps toward improvement.

As a result of the GELI feedback process you will be able to:

- Assess how you are performing in areas characteristic of successful global leaders
- Evaluate your strengths and weaknesses on each of the leadership dimensions
- Identify areas of stress and areas requiring better balance
- Develop an action plan that focuses on specific behaviours
- As a team, evaluate and respond to the perceptions and needs in the organisation immediately surrounding the leadership team

## How can I interpret these outcomes?

For any 360° feedback system to be successful, it is advisable that KDVI instruments be used only for developmental purposes, not for making administrative decisions about promotions and remuneration. The focus is not to impose a judgement on individuals, but to open up possibilities for development and change. We also strongly recommend that the GELI be used in conjunction with a coaching intervention with a professional executive coach, with a formalised action plan and follow-up as an outcome.

When the GELI is undertaken by a leadership team, the debriefing is typically facilitated by the qualified coach in small subgroups enabling a mutual exchange and support process going forward, and providing a collective leadership team overview that is not available otherwise.

KDVI also offers an advisory service should assistance be required in the use of the instruments, understanding the reports and any other related questions that may arise. For more information, please send an e-mail to [tools@kdvi.com](mailto:tools@kdvi.com).

## Anonymous feedback and confidentiality

The GELI is designed so that Observers remain anonymous (except for Superior scores if there is only one superior).

Participants choose their own observers. In order to preserve anonymity in the feedback report, we highly recommend that participants to choose at least 2 observers per category. If there is only 1 observer per category, that observer category will not be visualised in the feedback report, or may be combined into the “Other” category.

All information and data is treated confidentially. Results are not given to anyone without the participant's permission, except the participant and/or coach.

## Pricing

### GELI - FULLY ADMINISTERED SURVEY

Fully administered service per participant	£270.00
Participant Workbook	£30.00
Facilitator's Guidebook	£100.00

For our customers who wish to purchase a large number of Development Tools we can offer volume discounts.

All our reports are now delivered as PDFs exclusively. However, if you require hard copies, we can accommodate your needs. Printing and shipping solutions can be priced upon request.

## Available Languages

The GELI is available in 8 languages: Chinese, Dutch, English, French, German, Portuguese, Russian and Spanish.

## What services are available if I choose the GELI?

- Full administration of the entire survey process from start to finish, including progress reports and reminders to participants and observers at regular intervals.
- Helpdesk for participant queries by email to [support@kdvi.com](mailto:support@kdvi.com). There is normally a same day response to queries.
- Private and confidential dispatch of PDFs of reports by email at the end of the survey, or one set of printed reports and participant workbooks sent by DHL tracked delivery (additional cost).
- Analysis and feedback on the report results on request.

## Any other questions?

Contact one of our advisors at [tools@kdvi.com](mailto:tools@kdvi.com).