

2025 RESEARCH SUMMARY

GENEROSITY QUOTIENT®

IDENTIFYING THE 20 BEHAVIORS THAT
INFLUENCE A LEADER'S ABILITY,
CAPACITY, AND WILLINGNESS TO GIVE

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the
**SELF-AWARE
LEADER**

THE OPPORTUNITIES

Executives are looking for middle managers to take more initiative. Middle managers are waiting for executives to prescribe change or give them permission to make changes. Something has to give.

Generosity Quotient® (GQ) is the ability, capacity, and willingness of a leader to give. With 15+ years of practical use, this research now validates the 20 behaviors that accelerates how giving at work will:

- 1 Crush functional silos. Pivot to operate as one team.
- 2 Reverse the escalation culture. Empower middle managers.
- 3 Remove hesitation. Accelerate new ways to scale performance.
- 4 Expand the inner circle. Activate new leadership voices.

THE MODEL

REFLECT ON A LEADER THAT INFLUENCED YOUR SUCCESS AND THEY LIKELY **GAVE** YOU SOMETHING.

Defining Generosity Quotient® (GQ)

GQ is a leader's ability, capacity, and willingness to give. GQ transforms control freaks and escalation cultures into teachers that rally large groups together in concert. They learn to give up control to get control. It is more than being nice; it is scaling leadership value.

GQ allows teams to operate more as one. Managers learn to better balance their vertical leadership (one function) with horizontal (multiple functions) to drive more cross-functional success.

GQ has **four types of giving**:

Opportunity: create access/momentum.

Ideas: see things they don't yet see.

Time: be accessible and available.

Support: feedback/advocate for them.

That produces **four types of givers**:

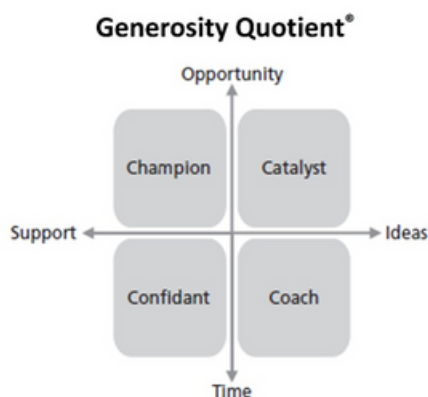
A champion gives confidence.

A catalyst gives momentum.

A coach gives perspective.

A confidant gives patience.

GQ is a powerful path for creating self-awareness of when, how, & why to give.



THE BEHAVIORS

PINPOINTING THE 20 BEHAVIORS THAT GROW GQ SO TEAMS CAN SCALE PERFORMANCE.

Collaboration and teamwork are all very situational. **Leaders need to be self-aware to reinvent how they add value to others as a leader. Enter Generosity Quotient®.**

Our research pinpointed the five behaviors for each of type of giver (20 total). Three of those behaviors are listed below. These are not the top three. Below the table is information as to why the bolded behavior is valuable to activating that specific role.

Champion	Catalyst	Confidant	Coach
I advocate for team members' visibility with senior leadership.	I introduce others to ideas that could change the direction of their work.	I make time for others when they're going through tough moments.	I help others break down complex challenges into manageable steps.
I use my influence to open doors for others in the organization.	I inspire others to consider bigger goals than they had imagined.	I create a safe space where others feel comfortable opening up.	I ask questions that help others generate their own solutions.
I speak up on behalf of others when they are not in the room.	I challenge others to think bigger about their impact.	I listen fully when someone needs to talk.	I guide others without solving problems for them.

Below is more detail on what one of the specific behaviors accomplishes.

-Champion: Advocacy accelerates how others see someone plus it builds confidence as well as trust quickly across stakeholders.

-Catalyst: Challenging others to think bigger helps them see upstream and downstream to anticipate what happens if the idea is scaled.

-Confidant: Opening up injects safety into difficult spaces and it creates more freedom for individuals to be honest and to be great.

-Coach: Manageable steps teach individuals to see the interconnectedness of work as well as why some are more valuable or should be prioritized first.

A GQ mindset is about doing what is right -- right for scaling performance, right for growing others, and right for accelerating how work gets done through others.

THE FINDINGS

Below are three validation research findings that blend 15+ years of using the GQ model with a Summer 2025 expert analysis and survey of several hundred leaders.



1. The GQ construct has a solid foundation from which to lead.

Each GQ role creates specific ways for a leader to give to drive intended outcomes. This model unpacks being generous into four clean roles.

Survey findings supported GQ's conceptual structure from *The Self-Aware Leader*. Data from giving types correlated as adjacent quadrants paired stronger than opposites.

This concise structure elegantly holds all four different ways of giving and the four types of givers.



2. These 20 behaviors pinpoint how leaders can grow GQ.

The GQ model grows both skills and confidence by prioritizing as well as being very intentional about the leadership practices that best drive targeted outcomes.

The research highlighted the five behaviors that are the most valid and reliable indicators for each of the quadrants.

These 20 behaviors indicate there is not an infinite list of behaviors that propel GQ in total or for each type of giver.



3. There's a difference between being nice and being valuable.

GQ distinguishes between how generosity drives culture and performance. It pinpoints how to grow collaboration, productivity, and careers.

Of the 14 most top of mind leadership behaviors, 64% were linked to the Confidant role while 0% connected with Catalyst.

Initial thoughts go to time and support over opportunity and ideas. This points to thinking about nicer elements before valuable elements.

GENERSOITY QUOTIENT® TEACHES LEADERS HOW AND WHEN TO BE AN AMPLIFIER VERSUS A MEGAPHONE.

THE ACTIVATION

GQ combines the ambition of profitable growth with the inclusion of servant leadership. It's about both being productive and scaling the ways production is led. Here are five ways to learn more about Generosity Quotient®:

- 1 Engage in **team development** that includes 1x1 and group work using assessments and exercises to accelerate targeted leadership pivots.
- 2 Access **training & coaching** in a public program (Feb.–May 2026), host a private cohort, or become a certified facilitator (Dec. 2025 or Jan. 2026).
- 3 **Book a meeting** with to discuss GQ more (see QR code).



While many have influenced the GQ journey, this research was a partnership between:



Dan Gallagher (model author) is a leadership advisor who accelerates how teams operate as one, activate middle managers, and scale performance. He's Founder + CEO of Gallagher Leadership, author of *The Self-Aware Leader*, a loyal alumnus of Saint Joseph's University, and a lucky husband and dad.



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