

The entrepreneurial INQUIRER Leadership Profile

While your primary Profile is an **INQUIRER**, you also possess the secondary instincts and behavior traits of an **Entrepreneur**. *You may choose any 3 of the Characteristics listed for an **Entrepreneur** on page 3 of this report. Choose 3 that you think reflect your behavior when you experience risk and pressure at work.* **As an Entrepreneurial INQUIRER, you possess a powerful mix of both intellectual and imagination strengths (and shadows).** Let's look at the basic elements of your profile as an **Entrepreneur** with Inquirer traits.

Your Primary Ethical Leadership Profile- INQUIRER

Your Leadership Action-Investigates
Your Leadership Core Value-Certainty
Your Behavior Domain-Cognition/Thinking

Your secondary ethical leadership Profile- Entrepreneur

Your Leadership Action- Innovates
Your Leadership Core Value- Independence
Your Behavior Domain- Imagining

Your Leadership Strengths Profile

The strength of the Entrepreneurial **INQUIRER** is thoughtful creativity; the ability think through, research and explore new possibilities.

As an **EI**, you sees others, the value in relationships, understands their situation analytically and the power of reciprocity. You take long-term point of view and have an innate sense for the strategic and plan how to get things done. You understand societal norms and have the support of an accepted norm group. You prefer to study how decisions are made rather than make the decision. You are sensitive to the dimensions of when people and organizations are aligned or misaligned. As a student of the social and political dimensions of small and large groups, you are aware of when values are compromised, violated, or ignored. Your preference is to weigh the implications of compromise rather than engaging in direct negotiation.

You may not like your integrity or convictions to be challenged since you prefer to be the challenger. You prefer to mediate conflict rather than being in the middle of personal or group arguments or differences. Conflict, for you, is something to be investigated more than utilized.

You may be fearful of making the wrong decision(s) and therefore prefer to study outcomes rather than make decisions that would lead to specific outcomes. You may not always be aware of when you are personally misaligned with your colleagues or group. You may find it difficult to deal with strong, opinionated, and decisive persons. Others may see you as a scholar more than a doer, an analyst more than one who executes plans.

As a respected scholar, you prefer to communicate with both words and visual helps (charts, video, slides), being aware that your audience will have different ways of comprehending your research and evidence. Because of your awareness of audience needs, you most likely get high marks for presentation, Q and A sessions, and highly rational discussions.

Your Leadership Shadows Profile

You may overlook perspectives/needs of others out of excessive confidence in the importance of your own perspective. Sometimes you value only the information that will serve your desire for action at the expense of how it may affect others or even at the risk of success.

Ethical Implications for You

Determining what would be a right decision/action for you depends on the depth of discussion on any given issue and therefore its understanding and applicability to a given outcome. If the discussion/research does not lend itself to widespread comprehension, then the decision would be wrong for the group, the organization, and the public. Your strength of inclusion works both ways: inclusion of excessive input gives substantive background for your decisions and could also inhibit your ability to make a decision. "Having your feet firmly planted in the air" is an avoidance strategy which decrease your credibility and may lessen your ability to be decisive. What is 'right' does not always depend on polls or majority opinions.

Ethics and Courage

Whether you are an experienced executive or an administrative assistant, the next steps in your leadership growth will be as challenging as they are fulfilling.

Ethical leadership is courage in perpetual action. Your shadows will extinguish ethical leadership; your courage will ignite it. Courage will propel you to face all reality, inside and outside; and to ask the most challenging questions facing your personal, professional and organizational life. Questions like, "How did we get here?" "What is really going on?" "Where do we go from here?"

Courage energizes growth and vitality in you and your organization, in real time. Its essential quality is to induce authentic action, engagement, and participation. In part, therefore, it is an expression of your power, but power linked with noble means and noble ends.

Every act of ethical leadership is an act of courage; every act of courage is an act of ethical leadership; and every thing you do or say at work that may have a significant effect on others or yourself... has an ethical dimension. Ethical leadership, like courage, is not itself the end, or mission, of your action; it is always committed to an end. And just as it is popular to argue that the end justifies the means, it can also be appropriately argued that the means determine the end.

From Knowing to Acting

As an Inquiring Entrepreneur, what would you do with a little more courage? You are very aware of what is ethical and what is not. Your ELP informs the process of evaluating your capacity to act ethically in difficult, high-risk situations. While others may have their opinions about your ethical leadership qualities, only you can know what personal risks you are willing to take when doing or saying the right thing carries serious consequences. The difference between knowing what is right and actually doing it will be determined by how courageous you can be in those moments.

Ethical leadership is more than **trusting your gut**. It's **knowing who you are** in the breach that will define the moment. You will also need courage to build your strengths and face your shadows. People often refer to ethics work as the 'soft stuff'. Ethical leaders know better. When it comes to developing your capacity to move from knowing to acting in the breach... the 'soft stuff' truly becomes the 'hard stuff'.

Because you understand that learning to grow and act ethically is the hardest and most rewarding path you can follow, perhaps you will consider adding these ideas to your own growth journey.

- Since you most likely tend to spend your time with Unifiers and Inquirers like yourself, you might consider working and socializing with Pragmatists and Entrepreneurs. You may each benefit from the cross-breeding of your strengths and experience as you mentor and encourage each other through the risky process of growth and change.
- Consider becoming much more conscious of when you are on "automatic, by adopting any one or more of the fascinating characteristics of Pragmatists and Entrepreneurs, outlined on page 3.
- Consider choosing one or more of the **7 Qualities of Ethical Leaders** (E-Q's) to strengthen and practice this next year. Each one will require your courage and the support of your colleagues.

The 7 Qualities of Ethical Leadership:

- **Courage:** Saying or doing the right thing in the face of personal risk...every time.
- **Coaching:** Uses every one-to-one conversation or small group meeting with direct reports, peers and supervisors as an opportunity to learn and encourage.
- **Initiative:** Takes necessary risks to propose and execute *out-of-the-box* ideas.
- **Professional Development:** Takes advantage of opportunities to upgrade academic, technical or professional credentials.
- **Self-knowledge and Awareness:** Values consistent self-reflection and personal growth activities and inner-directed practices.
- **Strategic Thinking:** Feels responsible for results in every aspect of the enterprise.
- **Passion:** Tenaciously pursues solutions. Never settles for mediocre results.

Development Considerations

- > Develop a feeling vocabulary remembering that feelings define, not solve problems.
- > Ask trusted colleagues how your challenges are perceived.
- > Invite the most quiet workers in your organization to participate in an idea generation exercise.
- > Mentor someone who appears to be your extreme opposite.
- > Evaluate your skill in dealing with operational and organizational matters.
- > If less than satisfactory, you may need to surround yourself with skilled managers who can deal effectively with the primary resources of time, space, people information and money.
- > You might consider holding informal conversations with your colleagues to exchange perspectives regarding courage, ethical leadership and your ELP.
- > While we are all born with the capacity to lead courageous lives, our shadows
- > While we are all born with the capacity to lead courageous lives, our shadows will sabotage our best intentions to do the right things in our personal and professional life. The good news is that ***courage is a virtuous quality of ethical leaders that can be developed and strengthened.***

Things to read:

Seven Zones of Leadership, Terry
Authentic Leadership, Courage in Action, Terry