

The Inquiring Entrepreneur Leadership Profile

While your primary Profile is an **Entrepreneur**, you also possess the secondary instincts and behavior traits of a **Inquirer**. *You may choose any 3 of the Characteristics listed for a Inquirer on page 3 of this report. Choose 3 that you think reflect your behavior when you experience risk and pressure at work.* **As an Inquiring Entrepreneur, 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- ENTREPRENEUR

Your Leadership Action-Create
Your Leadership Core Value-Control
Your Behavior Domain-Imagination

Your secondary ethical leadership Profile- Inquirer

Your Leadership Action-Investigate
Your Leadership Core Value-Certainty
Your Behavior Domain-Cognition/Intellect

Your Leadership Strengths Profile

The strength of the Inquiring ENTREPRENEUR is creativity; the ability to see new linkages, to seeks out how to deliver what others want.

You like the future and its possibilities. The past is a teacher, a predictor of what might be, and a provider of links to what was and a clue to what could be. While you like to be in charge and determine the philosophy of the organization, you dislike any hint of who or what might possibly control you, especially your thinking. Self-interest considered upon the whole; shifts paradigms to keep up with change and new opportunities and leads others in new directions.

You like the road less traveled. Finding new ways to express old paradigms or ways to improve that is already good and acceptable is an on-going challenge. Attuned to risk and its consequences, you are usually ready for action when someone says, "It can't be done!"

You think at warp speed. While others may labor over details, the big picture is readily available to you. Highly intuitive, you communicate in bullet points while other may think in paragraphs. You jump over hurdles and hazards as if they are nuisance puddles in order to get to your desired intellectual outcome.

As an Inquirer, you value research that will lead to a definable outcome. Since the future cannot be researched, you are skeptical about research that is self-serving or attempts to prove a point.

You communicate directly and with a purpose. Idle chatter is a potential waste of effort for you even those others may think it is a way of establishing a relationship.

Your Leadership Shadows Profile

Others may quickly conclude that you go it alone are closed-minded honor the hard sell, manipulates emotions and needs of others for personal gain and may overstate and mislead.

Ethical Implications for You

Your idea of what is right must comply with your understanding of what could be. Cultural standards of conduct and procedure may be seen as roadblocks rather than building blocks. Rules, for you, tend to inhibit rather than facilitate. Laws are in the same category as rules. Laws are fixed in most societies. You have a strong need to challenge 'stupid' laws, which may support civility while being a disincentive for innovation and creativity. Bending rules/laws may be your way of challenging societal status quo. You may not always know when you have exceeded accepted boundaries.

In ethically ambiguous or challenging situations, determining what is the right decision or action depends on your gut instinct. The Inquirer in you will help you check out the data and read the hard reality..but you like to rely on your own experience and confidence to guide your actions.. This can be perceived as arrogance and over confidence. People will also follow you blindly, placing a heavy burden on you to succeed.

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

- > Allow those who want to be innovative/creative to have a percentage of the workday set aside for experimentation.
- > Set up a laboratory for innovation and mentor those motivated and inspired by creativity.
- > 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 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