

## The Inquiring UNIFIER Leadership Profile

While your primary Profile is a UNIFIER, you also possess the secondary instincts and behavior traits of An INQUIRER. *You may choose any 3 of the Characteristics listed for an 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 UNIFIER, you possess a powerful mix of both heart and head strengths (and shadows).** Let's look at the basic elements of your profile as a UNIFIER with Inquiring traits.

### Your primary ethical leadership Profile- UNIFIER

Your Leadership Action-Affiliates  
Your Leadership Core Value-Acceptance  
Your Behavior Domain-Heart/Senses

### Your secondary ethical leadership Profile- Inquirer

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

## Your Leadership Strengths Profile

As an inquiring UNIFIER, you are effective at building binding relationships, at creating safe places for others, at seeing to needs of others, and validating their belonging to the group. While the Inquirer in you values accuracy in decision making stemming from extensive research, you put your greatest trust and value on the input of information and experience of others.

**Acceptance** is a principle that guides your thinking and action. What you create is grounded in the high value you place in relationships, fairness and justice. You are effective at making decisions on the basis of value to all stakeholders and not on personal whims or agendas. You prefer, and may often insist on, verification, clarification, and clear communication. Loyal and devoted, you nourish others and can be an outstanding team player.

When confronted by conflict that may impact the entire organization, you mediate whatever differences there may be by making sure everyone's voice is heard; and support your actions with well researched data that stands on its own merit. Because of your reliance on serious data gathering, supported by traditional research methods, your ideas and participation are often sought out by your colleagues. They want you on the team. Your primary leadership behavior is to engage and recruit others to participate. You will trust most anyone until they prove they don't deserve your trust.

You often dislike fuzzy boundaries of any kind, and prefer to work with those who have clear expectations of your work. You will likely be traditional in your preference for, and experience with, management structures that have clear lines of authority that permit predictable decision-making. Lack of authentic leadership at any level is very frustrating to you. As a Unifier, you respond by using your leadership skills to activate others around you. While you trust your heart when it comes to the people you work with, you also rely, to a lesser degree, on your intellectual ability to think, analyze and reason things through. You value what others think, feel and desire; and will typically withhold action until everyone is either 'on board' or well informed.

## Your Leadership Shadows Profile

If there is a lack of clarity in whatever you are researching, you may delay making a decision until inadequate information can be verified and consensus is achieved.

While acceptance is a worthy goal, you may also distance yourself from those who may think you are inaccessible and unapproachable because of your perceived high standards. Saying "yes" or "no" too quickly in order to please others may keep you from the process of discovery.

You may overlook the perspective/needs of others out of excessive confidence in the importance of your own, usually informed, perspective. You may not commit to action, assigning a lower priority to implementation. You often have an impractical need for more data or background information.

Your view of right and wrong decision/action may be based on either what the culture defines as right or what the intellectual norms of the day determine what is right. Which is it for you?

## Ethical Implications for You

In ethically ambiguous or challenging situations, be wary of your potential preference to support the decisions and direction of the group. Sometimes, an entire group can be led astray, and can rapidly cross serious ethical boundaries. Be prepared to challenge the notion if "others feel strongly about something", you should support it, too.

You may need to periodically and intentionally question and reflect on the direction your team or group of co-workers has chosen, and to consciously evaluate key decisions and practices against ethical guidelines.

When something someone says or does that doesn't feel right to you, use your strong abilities to work with others to openly discuss it. This consistent transparency will ensure that the 'right' decisions are made intentionally, openly, and together, and are heard, understood, and committed to by the team. It is the way you show up as an ethical leader.

As a Unifier, sometimes, you may feel that existing rules or guidelines no longer fit the team or organization's goals. You may feel compelled to speak up, and attempt to get the 'nonsensical' rules changed, to reflect the changes in your work environment or team's priorities. The team needs your special Unifying perspectives to assure an authentic outcome.

For long-term success, it will be critical to keep 'the rulebook' aligned to the employees - and vice versa. Rule bending, independent actions can sometimes have a constructive short-term impact, but for the larger group and for long-term success, consistency in following guidelines is critical.

## 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 a unifying INQUIRER, 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 **knowing what to do**. 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.
- Use your skills to determine what changes could/should be made in adapting rules, procedures, guidelines and/or systems to create a more transparent environment. Then, intentionally decide to put in the effort to actively pursue getting your ideas heard by the right decision makers.
- 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.
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- > Practice being very intentional about reducing your propensity to hold onto things by sharing (letting go of ) your work before it is complete. This will expose others to the way you function and increase your confidence for taking more immediate action.
  - > 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