

The Pragmatic Entrepreneur Leadership Profile

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

Your Primary Ethical Leadership Profile- Pragmatist

Your Leadership Action-Initiates
Your Leadership Core Value-Order
Your Behavior Domain-Moving

Your secondary ethical leadership Profile- Entrepreneur

Your Leadership Action- Innovates
Your Leadership Core Value- Independence
Your Behavior Domain- Imagination/Intuition

Your Leadership Strengths Profile

Respect is the name of the game. If you could choose between being cuddled or respected, you would choose respect. Having high regard and admiration for one's skills and achievements is something you cherish and appreciate.

Problems are solutions waiting for an answer. You chart new ways of thinking and doing. The creativity you demonstrate comes from your deep reservoir of ideas waiting to be born. There may be times when you have more ideas than you have time to consider in depth.

Ideas provide inspiration and generate more ideas, which often lead to new products or services. When committed to a new idea you can be inspirational and positive. You like to see things work well and have an impact on others. Second place is unacceptable. Clear and achievable goals make up your schedule and dominate your thinking. Being competitive about quality, high standards, and the respect of the industry stand as benchmarks of your style.

Quietly unassuming and usually out-going, makes you a worthy supervisor. You assume that everyone has ideas worth exploring. Others with a creative spark are attracted to you. It is relatively easy for you to coach rising stars. One of your guidelines might be, "The only way out is by going through." Finding new ways to say old thoughts, new ways to develop what others thought as impossible, give you inspiration and spark your creativity.

Organizationally, you dislike interference of any kind or from anyone who doesn't understand how you think and plan. Most meetings, for you, are a colossal mistake. You prefer *"stand up, get to the point, make your point, support your point, and then execute it"*, meetings.

Your Leadership Shadows Profile

Closed minded; goes it alone; hard sell; proves to overstate and mislead; manipulates emotions and needs of others for personal gain; can overlook externalities to meet personal goals; takes excessive risks; focus on self-sustaining; can be bully.

In ethically ambiguous or challenging situations, your definition of the right decision is simple: THINK IT THROUGH. DO THE BEST. WORK WITH THE BEST. COMMUNICATE DIRECTLY. When this formula is followed, the right decisions will be made and the right outcomes will be realized. Amen.

Your desire to create boundaries, standards, and expectations constitutes the essence of 'culture making'. Decision made in this environment will reflect your will and convictions. It will take a strong person with equally strong convictions to confront you and challenge your values. It is possible you will employ or choose to work with people who are bright and controllable. You like to have the final word and may not respect the philosophical input of others. This could lead to bending rules, defying conventional wisdom, and avoid asking the tough ethical questions.

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 a Pragmatic 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

- > Spend time with someone in the organization who may be a closet entrepreneur and be a mentor.
- > Examine a time when you did not achieve first place and how you handled it.
- > Seek the advice/counsel from someone who is your opposite.
- > Create a list of 5-10 risks you have taken: record the outcomes, benefits, and learnings.
- > Invite several of your colleagues to give you feedback on how you are perceived or experienced in the organization. Do not debate. Just listen, say "Thank You," and commit yourself to reviewing the feedback during a quiet time. Report back to the colleagues what you have discovered.
- > 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