

The Pragmatic UNIFIER Leadership Profile

While your primary Profile is a UNIFIER, you also possess the secondary instincts and behavior traits of a Pragmatist. *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 a Pragmatic UNIFIER, you possess a powerful mix of both head and heart strengths (and shadows).** Let's look at the basic elements of your profile as a **UNIFIER** with **Pragmatist** traits.

Your Primary Ethical Leadership Profile- UNIFIER

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

Your secondary ethical leadership Profile- Pragmatist

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

Your Leadership Strengths Profile

It is important for you to know the clear expectations of others. You may often think of yourself as a people pleaser, someone who go the extra mile, and who exerts extra effort to ensure the satisfaction of others.

You bring clarity to the process of how things are managed. You adhere to boundaries and directions that are clearly defined. Compliance is paramount in your work and relationships. Your knowledge of a host of protocols is critical to you success and acceptance.

You want to be trusted as one who keeps promises and as one who acts reasonably. It pains you to work with others who break promises and are not authentic in their values. You avoid ambiguous directions and relationships since they cannot be trusted or measured. You prefer to have one rule or directive that fits all or most situations.

You think and work best in highly comfortable situations. You dislike stress, conflict, or deviation from past practices. You are likely seen as a "good soldier," obedient and respectful of authority and most commands. You are not likely to raise objections to questionable practices since that may lead to unnecessary conflict. You prefer to work with like-minded colleagues who follow the rules and stay out of the limelight and out of trouble.

You are trusted as the accessible, "can do" person in the organization. Your sense of what is right is based on what works and how many accept your judgment. You tend to bring simplicity to complex issues and often do it in a quiet way without fanfare. You honor systems without getting stuck in them.

Conflicts and disputes may be your 'cup of tea' when they occur in reasonable settings. Others may look to you for mediation because of your knowledge and experience with standards, guidelines, and/or the bureaucracy. You may often be the glue, or the key ingredient that keeps a group together, and blends the strengths of its diverse participants.

Your Leadership Shadows Profile

You may be less accepting of those who don't 'fit the norm', or who seem to always like to try to 'beat the system', or try to work outside it. Often, some of the best ideas come from left field, where you may not be looking. Practice being more open to the zany, whackier ideas of your colleagues, and add your own unique dose of practicality and reality at the right time.

'Out of the box' brainstorming and/or thinking may not be your favorite approach to idea generation. You understand that implementing anything brand new can be a huge impact on the processes that are already up and running well. Temper your big picture view of potential obstacles to new ideas by applying your knack for finding optimum ways to improve existing systems, processes or methods.

You may dislike confrontation in general, you may even 'clam up' and internally dismiss the communication style of others who are less sensitive to different people's personalities or feelings.

Ethical Implications for You

In ethically ambiguous or challenging situations, you may overly rely on the concerted and combined thinking of the group or team with which you are engaged. The group will contribute prejudice and bias, which has the possibility of bringing either fuzziness or clarity to a decision/action. You may subvert your own convictions to the mind of the group. In fact, you may 'lose your soul' in favor of collective bargaining.

The positive aspect of soliciting input from others is inclusiveness of thought. No one of us has all the answers to ethical questions or dilemmas. Because you favor hearing all voices, you must also have confidence in your own voice. You, too, have convictions that must be heard. 'Group think' has significant downsides and often leads to a moral culture which asks, "What can we get away with?" while the ethical culture asks, "What is right?" In ambiguous situations it is imperative for you to decide if you want to side with what is marginally acceptable or what will stand up under serious scrutiny.

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. While you should practice discernment, you should also practice 'suspending' judgment' of others (not of facts, realities). You can have a strong internal sense of what is 'right and/or wrong' in a situation, but you should recognize others may not see things as clearly, or feel as strongly, as you do. It is up to you to tactfully communicate your view, and persuade others to do 'the right thing'.

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 UNIFIER 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 Pragmatists, you might consider working and socializing with Inquirers 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 Inquirers 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.

Leadership Development Suggestions for You

- > Find a ridiculous rule and break it.
- > Find something you care deeply about, and persuade one or more person to your way of thinking.
- > Structure an agenda and lead a meeting assertively.
- > Stand up for an unpopular position and defend it.
- > Spend time brainstorming with one or more friends/team members who see things the *least* like the way you do.
- > Think of starting a new business. What would it look like? Record the risks.
- > 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