

## The Unifying INQUIRER Leadership Profile

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

### Your Primary Ethical Leadership Profile- INQUIRER

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

### Your secondary ethical leadership Profile- UNIFIER

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

## Your Leadership Strengths Profile

In ethically challenging situations, you seem most comfortable and competent when you act as an **investigator**. You trust and rely on ideas, research and theory. While you rely heavily on your intellectual ability to think, analyze and reason things through, you trust your heart when it comes to the people you work with.

**Certainty** is a principle that guides your thinking and action. What you create is grounded in theories, facts, observations and research that can be verified and supported. You can be flexible in the ways in which you deal with my audiences. You will follow the preferred communication style of those you work with. If it is a debate, then you will debate; if it is conversation, you will join in. If it is one-sided, you will listen and learn. Your objective is to keep ambiguous data from being codified in a report, a procedure or a decision.

Making and keeping promises is an important value for you. It pains you to work with others who break promises and are not authentic in practicing their values. It brings 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.

You understand social norms and have the support of most of the people you work with. You prefer to find multiple ways of viewing all reality before decisions are made that may significantly affect others or yourself. While I am aware of misalignments, conflict and chaos within my organization, you prefer to investigate, reflect and review alternatives before deciding or acting. You prefer to weigh the benefits of compromise rather than engaging in direct negotiation.

You avoid ambiguous directions and relationships since they cannot be trusted or managed. You can live with rules as long as they apply to everyone. Your preference is to seek input from a variety of sources. You think and work best in conflict free situations; and work hard to keep conflict from occurring.

You are likely seen as a good team player who wants to help the team perform by contributing as much information and multiple perspectives possible. You prefer to work with like-minded colleagues who follow the rules and stay out of the limelight and out of trouble. And while you value collaboration, you find even greater fulfillment in the power of knowledge and the value of options.

### **Your Leadership Shadows Profile**

You may overlook perspectives or needs of others out of excessive confidence in importance of your own perspective. You may trust and believe in the data rather than your own intuitive instincts or those of others. You may avoid action by assigning a low priority to implementation. You are not likely to raise objections to questionable practices since that may lead to unnecessary conflict. You often have an impractical need for more data or background information. You may "freeze out" others or overly analyze work instead of working on it or presenting it to others for their input. You may have underestimated how aloof you can seem to those with less confidence, experience or knowledge, even though you are all working towards the same goals.

### **Ethical Implications for You**

In ethically ambiguous or challenging situations, determining what is the right decision or action depends on the reliability of the data and the number of internal and external experts who agree with the data. You will need to decide who is believable, what data is evidentiary and credible, and which experts to quote to bring authenticity to your decisions. You prefer clear, linear approaches to decision-making. Most of your decisions are filled with intellectual, emotional, and social biases. Your strengths are found in honoring and capturing disparate data from many sources. Because of a strong need to investigate all possibilities, you may need to come to grips with when too much research inhibits your decision-making. This can be called "the paralysis of analysis."

## 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.
- 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.
  - > 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