

## The Unifying PRAGMATIST Leadership Profile

While your primary Profile is a PRAGMATIST, 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 PRAGMATIST, 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 **PRAGMATIST** with **Unifying** traits.

### Your Primary Ethical Leadership Profile- PRAGMATIST

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

### Your secondary ethical leadership Profile- Unifier

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

## Your Leadership Strengths Profile

As a PRAGMATIST, you involve others to get the job done, are comfortable with reality and open to cooperative partnerships (Unifier) . You are self confident, assertive, and rely on your own competence for achieving goals and objectives. You like results that are clean, clear, and measurable. Motivated by outcomes that are achieved without a lot of fuss or interference, you like to take charge to insure success.

You work well and easily with others who are part of the task team. Impatient with slow learners, you like to work with self-starters who require minimal supervision. Because of your strong and perhaps obvious self-confidence, you may be seen as a general who makes commands to a group of privates. You have demonstrated that you know how to get things done and only the strong are able to confront you and offer corrections if needed.

Theorists bore you, especially those who like to weave theories about *what might be done*. You want to know *what can be done*. You demonstrate good humor and welcome constructive comments and contributions

Order is of more value to you than credit or recognition. Sloppiness is intolerable. Missing the mark is inexcusable. You may not hesitate to fire someone who lies, makes irrational excuses, or prefers special treatment.

While you will not avoid conflict, you only use it as a last resort. Resolving things directly and collaboratively is your preferred leadership style. Your passion for solutions keeps you connected to others. In fact, you usually want to dissolve conflict so that it doesn't ever appear again.

Very few, if any, are confused by your language or communication. You are direct, to the point, and vigorous in defending your point of view. You will listen to others if their arguments or positions are well thought through and relevant. You resist debating frivolous issues.

## Your Leadership Shadows Profile

You may have tunnel vision supported by a narrow focus on organizational objectives. You may fail to link immediate tasks to needs and perspectives of others; not considering consequences for others. You are likely to overlook important realities; seeing relationships as incidental to getting the job done. At work, your boss is the work. People are tools to get things done. Others, therefore, may see you as crude, insensitive, course, and often politically incorrect. Politically incorrectness doesn't bother you since you think that most politicians (organizational and professional) are incorrect themselves.

## Ethical Implications for You

In ethically ambiguous or challenging situations, what constitutes a right decision/action depends on the practicality of the expected outcome. When others do not agree with you, you may be tempted to take charge, ram your point of view through the group, demand that others fall in line, and not listen to opposing points of view, especially if they cannot be justified or put into operation. You do not like anything that does not or cannot work. Your convictions are rock solid and seldom, if ever, open for negotiation or revision. "What is right is right!" Anything complex may be quite disconcerting to you. Black and white is easier to deal with than shades of grey. You may often say or think, "*I get it, why don't others? That's an easy decision. It's clear to me.*"

## 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 PRAGMATIST 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

- > Lead a discussion among your peers about the difference between morality and ethics.
- > Write a one-page article on the difference between leadership and management.
- > Face the facts and the reality that bugs you. You are in an organization. There is no We/They. It's all WE. Examine ALL the reality in front of you, Identify the behaviors or expectations driving your organization you most dislike and work with others to change things
- > Evaluate your listening skills. Isolate the 'best' listener in your organization and learn what makes that person the 'best'. That person may be willing to coach you in the development of your listening skills.
- > 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