Ethical Leadership Profile

Personal Report

Leadership Solutions Internationale

Contact: Michael LaBrosse
Michael@leadershipsolutionsinternationale.com

Here is your ELP report. There are four primary Ethical Leadership Profiles: INQUIRERS, UNIFIERS, PRAGMATISTS and ENTREPRENEURS, each with a secondary profile sub-trait (such as an *Inquiring* UNIFIER). The frequency distribution of each Profile depends on the nature of the cohort group. For instance, a large business organization will have more Inquirers and Unifiers than a small business, which will typically have more Entrepreneurs and Pragmatists. Now think about how today's organizations can be expected to manage through the risks and chaos they face given the collective strengths and shadows we all bring to each challenge. What kind of leadership will you demonstrate when your actions really matter? Welcome to the world of ethical leadership development, where who you are... determines what you do.

Your ELP doesn't indicate whether you are an ethical person or not...actually it assumes that you are. What your Profile attempts to do is sketch out some insights on the strengths and shadows that stir up whenever you are faced with any situation that contains elements of personal risk. To gain the most from the exercise, embrace the parts that create the most resistance. As you already know, it's the hidden, shadow parts of ourselves that can sabotage our best intentions. We hope the Profile provides a helpful glimpse into your capacity to lead a meaningful, well-examined life as an ethical leader.

Always forward,
Michael LaBrosse and the Leadership Solutions Internationale team

If you are reading this, it most likely means that you have completed the Ethical Leadership Profile (ELP) and are looking forward to reviewing and interpreting its results. This executive summary is intended to introduce you to the larger purpose of the ELP and to provide you with an initial context as you consider your results.

The ELP was designed to give you a kind of "snap-shot" of what we refer to as your "default position," that is, how you tend to operate in moments of *urgency or crisis*, situations that stir up a sense of personal risk no matter what action you take. The assumption is that your Profile will reveal both the strengths you bring to such moments – as well as what we refer to as your "shadow side." These are not necessarily weaknesses (though they could be) but are aspects of your leadership style or posture that can remain hidden when things are going smoothly. They are elements that may prevent you from leveraging your strengths completely and from realizing both your own full potential and that of your colleagues, your subordinates and your organization.

The ELP itself is ethically neutral in the sense that it does not assume any particular moral theory or ethical code; there are no "shoulds" or "oughts" in it.

It is intended simply to give you a sense of what may be going on when things feel confusing, ambiguous, threatening or serious. These results reveal the current strengths and shadows that may influence your development as an ethical leader.

The intention of the instrument and of the developmental process of which it is a part is not to replace all the things you have done around ethical concerns or frameworks, either individually or organizationally, with something "right." You or your organization have no doubt investigated professional codes of conduct and ethical compliance systems and may have implemented those guidelines either personally or throughout the company.

The aim of the ELP and the process that follows it is to enable you and your organization to go beyond codes and compliance and the enforcement mentality that often accompanies those approaches to an ethical leadership orientation. The truth is that ethics is only superficially about codes and compliance; the real and ultimate benefit of ethical behavior is realized in its capacity to integrate human growth and development with the pursuit of organizational excellence. Now, let's look at the four Ethical Leadership Profiles and then review your own.

A summary view of the Four Ethical Leadership Profiles

There are also many workplace situations that create a certain amount of discomfort, tension and anxiety, such as missing a deadline, giving less than our best effort on a project or task, not speaking up when we know we should, not asking for what we need, feeling like a task is too big, etc.

The more discomfort, tension and anxiety we feel in any situation the more we need to know about ourselves, why we behave the way we do, who we are under pressure, and how to activate our strengths without stirring up the shadows that mimic every strength. Each Profile is as valuable as the next. Each contains deep strengths and shadows, which are the source code for our actions, ethical or not.

Inquirer	Unifier
Leadership Action: Investigates Leadership Core Value: Uncertainty Behavior Domain: Cognition/Intellect • Investigate/evaluate/review • Information centered • Likes new ideas/possibilities • Problem Identifier • Trusts right questions • Relies on research: study trends • "Do we have the right hill?"	Leadership Action: Affiliates Leadership Core Value: Acceptance Behavior Domain: Heart/Senses • Honors rules, policies, procedures • Works within structure • Inclusive/inviting • Credibility thru collaboration • Values, listens to and cares for others • Goals determined by group • Negotiates via compromise • Seeks acceptance • "Does everyone agree we should take the hill?"
Entrepreneur	Pragmatist
Leadership Action: Innovates Leadership Core Value: Independence Behavior Domain: Imagination • Adapts to optimize advantage • Establishes credibility through assertion • Takes charge • Bypasses bureaucracy • Takes risks/prefers autonomy • Single minded • Rule bender/breaker: seeks attention through performance • "I'll find my own hill."	Leadership Action: Initiates Leadership Core Value: Order Behavior Domain: Psychomotor • Get it done right, now • Follows thru on commitments • Task centered • Needs challenge to be productive • Trust right answers • Problem re-solver • Seeks input from trusted sources • No tolerance for sloppy work • Credibility: when targets are met • "I'm just taking the hill."

INQUIRER: Certainty

a. **Face:** Look for all realities, positive and negative
b. **Flight:** See/hear what I want to see/hear
c. **Freeze:** Look for alternative realities; unaware of self-deception

PRAGMATIST: Order

a. **Face:** Research, plan, execute for the long term (authentic inclusion)
b. **Flight:** Fake my way through the short-term
c. **Freeze:** Fantasy (irrational/alternative reality)

ENTREPRENEUR: Control

a. **Face:** Create culture for common good; committed groups
b. **Flight:** Change culture for self-benefit
c. **Freeze:** Unaware of self-deception, i.e., "I'm still in charge"

UNIFIER: Acceptance

a. **Face:** Inclusion: all voices heard
b. **Flight:** Ask, not listen, go thru motions of facilitation
c. **Freeze:** Acts on untested assumptions, i.e., where others are and how they feel

Terms defined:

♦ **Face:**   Having the courage to meet a challenge head-on when our sense of risk tells us to run. To stand on our ground, stay focused and remain intentional on resolving a difficult situation in everyone's best interests. To acknowledge that a given situation has value and meaning to us or someone else, which deserves our complete focus and attention.

♦ **Flight:**   To run away or escape situations or people that activate feelings of fear, insecurity and personal risk. To evade an obvious truth or reality that we do not feel equipped to face. Active avoidance of an unpleasant ethical obligation, which may involve cunning, deceit or putting a false spin on the truth either to our self or to others.

♦ **Freeze:**   Failure to take any kind of overt action based on our fear, real or perceived. A creative and passive form of *flight.* Emotional paralysis. Living in denial. Waiting for others to take the risks involved in doing or saying the right thing.

When facing high risk, personally challenging situations at work:

Your numeric scores

EU (Horizontal) Axis score:
IP (Vertical) Axis score:
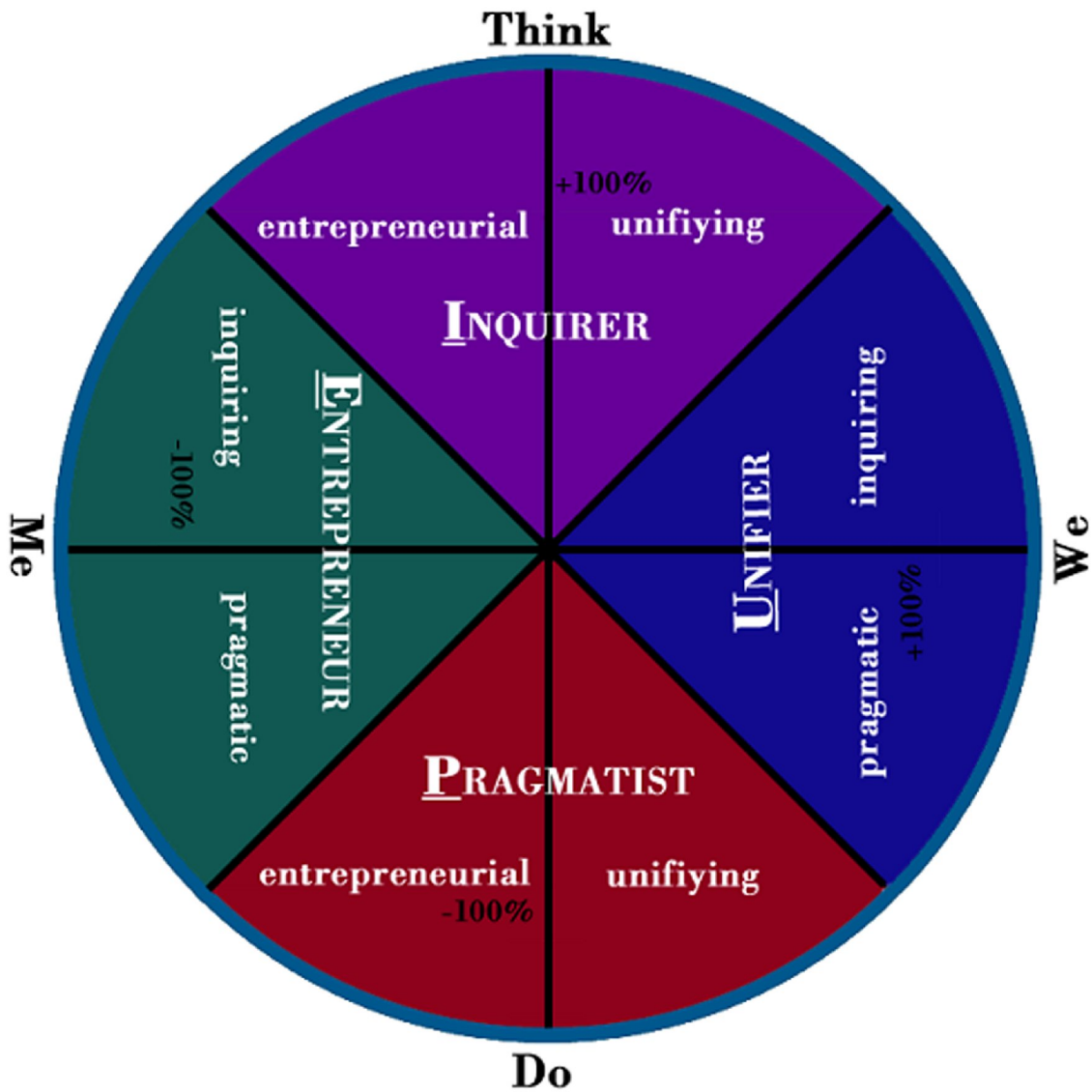
Interpreting Your Numeric Scores

The Consensus Axis (Horizontal)

Your EU number represents how you answered the questions related to the horizontal Consensus axis. **This axis reflects how much you trust and rely on yourself (Entrepreneur) or others (Unifier) to act** in situations you believe contain significant elements of ambiguity, confusion, threat or pressure. Each Profile on the EU axis is quantified from 0 to 100 with the center point set at 0. For instance, if your EU score is 33, your Consensus Factor is found 33 points to the right of the center point and identifies how much Unifier behavior you may default to in ethically ambiguous situations. If your score is a -33, your Consensus Factor is found 33 points to the left of the center point and identifies how much Entrepreneurial behavior you may default to in ethically ambiguous situations. We also refer to this horizontal Consensus axis as the **I - We** dynamics of leadership.

The Creative Axis (Vertical)

Your IP number represents how you answered the questions on the vertical **Creative axis. This axis reflects how much you trust and rely ideas, investigation and theory (Inquirer) or practical experience (Pragmatist) to act** in situations you believe contain significant elements of ambiguity, confusion, threat or pressure. Each Profile on the IP axis is quantified from 0 to 100 with the center point set at 0. For instance, if your IP score is 45, your Creative axis is found 45 points moving up from the center point and identifies how much Inquirer behavior you may default to in ethically ambiguous situations. If your score is a -45, your Creative axis is found -45 points down from the center point and identifies how much Pragmatist behavior you may default to in ethically ambiguous situations. We also refer to this vertical Creative axis as the **Think-Do** dynamics of leadership.