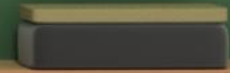
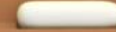
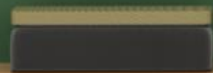


# Are you Good Enough to Lead

Dr. Kirk Kauffeldt



# Leadership Development

In this session we will consider the relationship between Essential Leadership Qualities and Personal Character Strengths/Virtues.

# The Relation Between Character and Leadership Capacity

We tend to focus more on the external, the visible, or the public dimensions of Leadership.

Successful leadership is largely dependent on perceived personal leadership qualities and character strengths.



# Definition of Leadership

*Leadership is the possession of certain key character related qualities essential for achieving positive holistic change. These qualities are made manifest once an individual becomes accountable to a group through a position of responsibility that involves the opportunity for transformation*

# THE EIGHT ESSENTIAL CHARACTER RELATED LEADER QUALITIES

Initiative

Integrity

Competence

Perceptiveness

Vision

Perseverance  
(Adaptive Resilience)

Persuasion

Concern For People

# Leadership Development and Qualities

Consider the relationship among the leadership qualities.

They interrelated. You can not select some and ignore others.

Overall effectiveness is limited by a missing or weakest quality.



# INITIATIVE - The ability to get things accomplished

- Initiative is an active optimistic perspective on the tasks at hand
- ACTIVE – in that it sets things in motion, sees tasks that need to be accomplished and begins the work; self-starters. Looks at barriers not as prohibitive but rather as challenges and opportunities.
- OPTIMISTIC – in that it believes in the positive possibilities that are associated with the future. This involves a confidence that things will be worked out. Not limited by present realities but instead think beyond the current framework
- Leaders are individuals of initiative but they are also able to recognize and encourage initiative in others.
- People with initiative show great willingness to accept responsibilities.

# COMPETENCE - The ability to do something

- The acknowledgement of competence builds credibility which then allows the leader to depart from group norms and move the group in new directions without losing the group's acceptance. Credibility builds confidence and commitment
- There are three areas of competency: Technical, Social and Leadership.



# VISION - defining a preferred future

- Vision presents a realistic, credible and attractive future to the group. It is an image of a desired future. It articulates a destination
- It involves a healthy discontent with the status quo.
- Vision always deals with the future
- Vision is important at the start-up of an organization and throughout its life cycle.
- Leader define (cascade) and implement vision

# **PERSUASION** — mobilization of people

Persuasion is a successful intentional effort at influencing another's mental state through communication in a circumstance in which the one being persuaded has some measure of freedom.

Persuasion is to be distinguished from manipulation.

# INTEGRITY — ‘oneness’ between words and actions

- A quality that has to do with consistency, predictability and stability in the leader’s relationship with a group. The significance of integrity is that it builds trust and ultimately cohesion.
- Integrity is consistency between what a leader believes, how a leader acts and the leader’s aspirations for the group. It suggests coherence and wholeness.
- Integrity is seen in the leader’s personal values and the organizational values that are established. Personal integrity often involves the following: strong personal ethics, positive belief in others, honesty and fairness, and genuine vision bearing. Corporate integrity often involves the sense of shared goals, open communication at all levels, meritocracy, and appropriate accountability structures.

# PERCEPTIVENESS - The ability to understand (read) the situation at hand

- Sometimes described as empathy
- The leader must be able to perceive individual member's needs and then employ the group process in a manner that satisfies these needs.
- There is a need for leaders to be insightful in regards to the situation at hand, the personal qualities of the followers, and the group dynamics involved.
- Leaders need to be able to diagnose situations and make good judgments regarding actions (and perhaps motives) of others so that they can respond adequately to situations as they change and develop.
- Particularly important in this area is the development of effective listening skills. The ability to listen, seek out information and correctly interpret data.

# PERSEVERANCE (Adaptive Resilience)

## - The ability to persevere and adapt to change

- To embrace change as positive and desirable.
- The attitude involves more than simply tolerating change.
- Leaders must regard themselves as agents of change.
- Most of the literature on this topic discusses the limitations that are placed on effective leadership when there is a lack of flexibility.
- Flexibility demonstrates the important ability to understand and respond to others
- The result is the quality of resilience or the ability to persevere
- Perseverance is a critical leadership quality for long-lasting success

# CONCERN FOR PEOPLE - The ability to demonstrate genuine care

- Leaders lead people. The transformational leader is concerned about positive change in the situation, themselves and the people that they lead.
- Personal development of those they lead is of great importance and is an expression of concern for the well being of the followers. It is not enough to accomplish tasks; people need to be developed.
- The most expansive concept of this is developed by Greenleaf (1977) in the notion of servant leadership.

# THE EIGHT ESSENTIAL CHARACTER RELATED LEADER QUALITIES

Initiative

Integrity

Competence

Perceptiveness

Vision

Perseverance  
(Adaptive Resilience)

Persuasion

Concern For People

# What is the relationship between Character and Leadership?

A couple of possibilities:

- There is no relationship at all. (Drucker)
- Character = Leadership (Harvard 'Virtuous Leadership')
- Or, the relationship needs to be defined.



# Two Dimensions of Character

## CHARACTER

Demonstrated ethics, or a personal system of values consisting of those ideals deemed as good to their personal existence and to their relationship with others

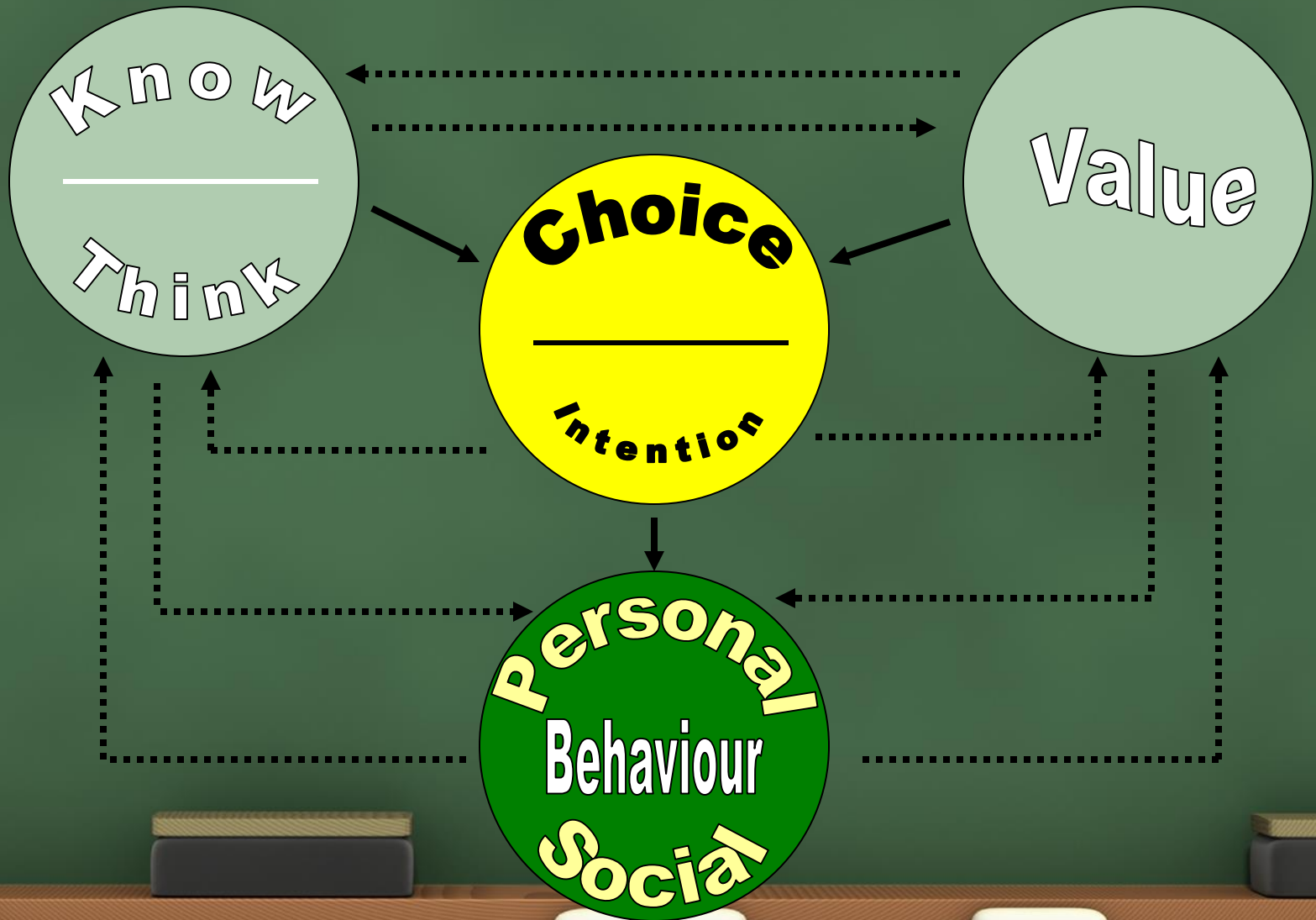
## INTELLECTUAL DIMENSION

Ethics – a system of values (what is important or critical) and morals (what is good or correct) that incorporates social and self responsibility

## BEHAVIORAL DIMENSION

A way of life representative of sustained actions consistent with the qualities of the intellectual dimension

# Components of Character



# Virtues/Attributes - Qualities of a Good Person

- Classic Greek

Temperance, Prudence, Courage, Justice

- Christian Protestant

Faith, Hope, Love – Love, Joy, Peace,  
Patience, Kindness, Generosity, Faithfulness  
Gentleness and Self Control [Fruit of Spirit]

- Christian Catholic

Chastity, Temperance, Charity, Diligence,  
Patience, Kindness Humility

- Muslim

Mercy, Compassion – Prayer, Repentance,  
Honesty, Loyalty, Sincerity, Moderation,  
Discipline, Courage, Justice, Respect, Purity  
(and others...)

- Hindu

Altruism, Restraint, Moderation, Honesty,  
Cleanliness, Universality, Peace, Non-violent,  
Respect, Protect Earth

- Buddhist

Love, Kindness, Compassion, Altruistic Joy,  
Equanimity/Generosity, Morality, Diligence,  
Patience, Honesty, Determination, Serenity  
[Perfection]

# A List of Commonly Regarded Virtues

- Love
- Honesty
- Justice
- Responsibility
- Self-Control
- Cooperation
- Courage
- Compassion
- Humility
- Creativity
- Honor
- Loyalty
- Joyfulness

# Character Strengths and Virtues

A HANDBOOK AND CLASSIFICATION

Christopher Peterson  
Martin E. P. Seligman

Formal classification of twenty four specific character strengths under six core virtues that consistently emerge across history and culture.

Each 'strength' determined by selection based on 10 specific criteria.



**wisdom**

//creativity  
//curiosity  
//judgement  
//love of learning  
//perspective



**courage**

//bravery  
//persistence  
//honesty  
//zest



**humanity**

//love  
//kindness  
//social intelligence



**transcendence**

//appreciation of beauty  
//gratitude  
//hope  
//humour  
//spirituality



**justice**

//teamwork  
//fairness  
//leadership



**moderation**

//forgiveness  
//modesty  
//prudence  
//self-control

# WISDOM AND KNOWLEDGE

Cognitive strengths that entail the acquisition and use of knowledge

- Creativity – originality, thinking of new ways
- Curiosity – interest, exploring and discovering
- Open-Minded – critical thinking, judgement
- Love of Learning – mastering new skills
- Perspective – wisdom, providing wise counsel

# COURAGE

Strength that involve the exercise of will to realize goals in the face of opposition.

- Bravery – valor, not shrinking from threat
- Persistence – perseverance, finishing what is started
- Integrity – being genuine, honest and sincere
- Vitality – enthusiasm, energy, vigor

# HUMANITY

Interpersonal strengths that involve taking care of and befriending others.

- Love – valuing close relationship with others
- Kindness – generosity, compassion, care
- Social Intelligence – aware of the feeling of others



# JUSTICE

Civic strengths that underlie healthy community life.

- Citizenship – loyalty, teamwork, loyal to the group
- Fairness – treating other the same, not biased
- Leadership – influence to get things done

# TEMPERANCE

Strengths that prevent against excess.

- Forgiveness and Mercy – not being vengeful
- Humility/Modesty – not self-centered
- Prudence – careful about choices
- Self-Regulation – self-control, disciplined

# TRANSCENDENCE

Strength that forge connections to the larger universe and provide meaning.

- Appreciation of beauty and excellence
- Gratitude – being thankful
- Hope – optimistic, future minded
- Humor – laughter, humor
- Spirituality – faith, purpose, meaning of life

# WISDOM

## CREATIVITY

- Originality
- Adaptive
- Ingenuity

## CURIOSITY

- Interest
- Novelty-Seeking
- Exploration
- Openness

## JUDGMENT

- Critical Thinking
- Thinking Things Through
- Open-mindedness

## LOVE OF LEARNING

- Mastering New Skills & Topics
- Systematically Adding to Knowledge

## PERSPECTIVE

- Wisdom
- Providing Wise Counsel
- Taking the Big Picture View

# COURAGE

## BRAVERY

- Valor
- Not Shrinking from Fear
- Speaking Up for What's Right

## PERSEVERANCE

- Persistence
- Industry
- Finishing What One Starts

## HONESTY

- Authenticity
- Integrity

## ZEST

- Vitality
- Enthusiasm
- Vigor
- Energy
- Feeling Alive



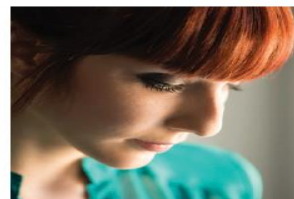
# HUMANITY

## LOVE

- Both Loving and Being Loved
- Valuing Close Relations with Others

## KINDNESS

- Generosity
- Nurturance
- Care & Compassion
- Altruism
- "Niceness"



## SOCIAL INTELLIGENCE

- Aware of the Motives/Feelings of Self/Others
- Knowing what Makes Other People Tick

# JUSTICE

## TEAMWORK

- Citizenship
- Social Responsibility
- Loyalty



## FAIRNESS

- Just
- Not Letting Feelings Bias Decisions About Others

## LEADERSHIP

- Organizing Group Activities
- Encouraging a Group to Get Things Done

# TEMPERANCE



## FORGIVENESS

- Mercy
- Accepting Others' Shortcomings
- Giving People a Second Chance

## HUMILITY

- Modesty
- Letting One's Accomplishments Speak for Themselves

## PRUDENCE

- Careful
- Cautious
- Not Taking Undue Risks

## SELF-REGULATION

- Self-Control
- Disciplined
- Managing Impulses & Emotions

# TRANSCENDENCE

## APPRECIATION OF BEAUTY & EXCELLENCE

- Awe
- Wonder
- Elevation

## GRATITUDE

- Thankful for the Good
- Expressing Thanks
- Feeling Blessed

## HOPE

- Optimism
- Future-Mindedness
- Future Orientation

## HUMOR

- Playfulness
- Bringing Smiles to Others
- Lighthearted

## SPIRITUALITY

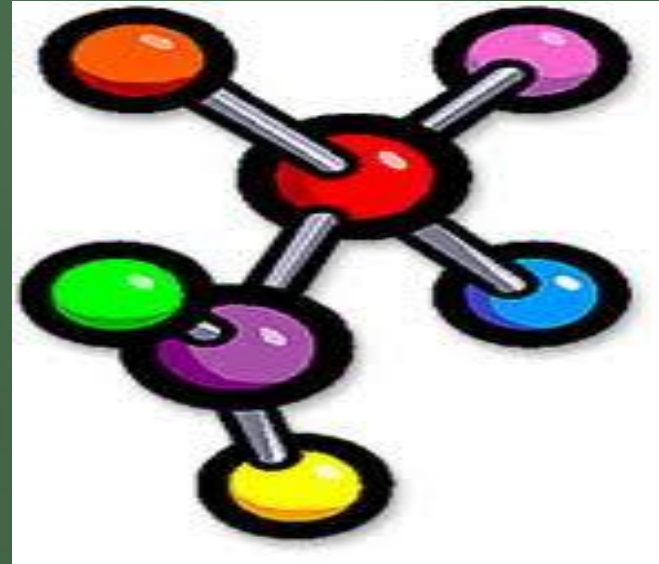
- Religiousness
- Faith
- Purpose
- Meaning

# The Relationship Between Character and Leadership

PERHAPS -

The specific leader qualities are actually a composite of specific character strengths/virtues

*In the same way that water is a composite of Hydrogen and Oxygen, or salt is a composite of Sodium and Chloride, essential leader qualities are composite in nature.*



**The implication is clear:  
No basic elements =  
No capacity to lead**

	COURAGE <small>Brave Daring Noble 2nd</small>	WISDOM <small>Wisely Cautiously Judging Sensible Practical</small>	TEMPERANCE <small>Forgiveness Patience Self-Restraint</small>	TRANSCENDENCE <small>Transcending Sublime High Mystic Incomparable</small>	JUSTICE <small>Teamwork Fairness Leadership/Action</small>	HUMILITY <small>Love Kindness Social Skills</small>
CONCEPTUAL POWER						
PERCEPTIVE	"Up to a fate"	"The sky is low and the stars are dim"	"The sky is low and the stars are dim"	"The sky is low and the stars are dim"	"The sky is low and the stars are dim"	"The sky is low and the stars are dim"
INITIATIVE						
PERSUASIVE						
COMPETENT						
VISION						
INTEGRITY						
FLEXIBLE						



**INITIATIVE**

JUSTICE  
COURAGE  
Wisdom

**COMPETENCE**

TEMPERANCE  
WISDOM  
Transcendence  
Courage

**VISION**

TRANSCENDENCE  
WISDOM  
JUSTICE

**PERSUASION**

HUMANITY  
WISDOM

**E  
F  
F  
E  
C  
T  
I  
V  
E  
  
L  
E  
A  
D  
E  
R**

**INTEGRITY**

COURAGE  
TEMPERANCE  
JUSTICE

**PERCEPTIVE**

HUMANITY  
WISDOM

**PERSEVERANCE**

COURAGE  
TEMPERANCE  
TRANSCENDENCE

**CONCERN FOR  
OTHERS**

HUMANITY  
JUSTICE  
Transcendence

# Implications

- It could be said that you have to be 'good' in order to lead – where leading is described as positive holistic change in a context of vision, service and collaboration.
- Character flaws e.g. absence of virtue(s) will predictably create leadership shortcomings
- Leadership development must include, or even begin with, character development.
- Good people will make for good leaders because they have the 'raw materials' to master the essential qualities needed for leadership.