

The Leadership12 Developmental Profile



"A Leader Is One Who Serves"

- Lao Tse, ancient Chinese philosopher

**Personalized Confidential Report For:
Sample Report**

Based Upon
Making A Difference:
12 Qualities That Make You A Leader
by Dr. Sheila Murray Bethel

Dear Sample,

Welcome and congratulations. You have joined the global family of those seeking to improve their leadership effectiveness through the *Leadership12 Developmental Profile*.

This profile can be both a catalyst and a road map for self-awareness and growth, especially when you carefully review and analyze your observer responses. Your results will help you judge how effective you are as a leader and help you decide where you need to improve your leadership skills.

As you accept the challenge of becoming a more effective leader, remember:

- Be patient with your progress. It takes time to improve.
- As you improve one skill, your other strengths and weaknesses may be affected. So, reassess and update your action plans. It will and should change often.
- Have courage. Don't be afraid to make mistakes as you experience breakthroughs.

School is never out for a leader. You never "arrive." Your scores and results will grow and change as you implement the suggestions in your personal report.

Leadership is not something that you learn once and for all. It is an ever-evolving pattern of skills, talents and ideas that grow and change as you do.

The Leadership12 Logo Photo Gallery



These leaders have changed the world. As you embark on your quest to be a better leader they can act as an inspiration and role models. Remember, leaders aren't born. They develop. And when the opportunity arises, a leader's skills and philosophies are there, waiting to be tapped - which is what happened with the leaders in our logo photo gallery.

Your Personalized Reports and eGraphs

The *Leadership12 Personalized Report and eGraphs* measure your current attitudes and ability in twelve critical leadership areas. *New and developing managers* will have a clear set of guideposts on which to base their growth. *Supervisors and mid-level managers* will identify their current strengths and the areas in which they need to improve. *Upper-level managers and executives* will benefit from reassessing the leadership qualities that brought them to their current positions.

In defining and explaining the twelve qualities, these Reports will:

- Equip you with skills, tools and techniques to maximize your natural leadership talents.
- Expose you to disciplines, concepts and theories that will build the confidence you need to make leadership decisions.
- Sharpen your curiosity, fire your idealism and reinforce your commitment to making a difference with your leadership style.
- Challenge you with questions about yourself that will help you discover the best way you can make a difference.

The information contained in this report is quite versatile and integrates easily into all your current development

programs.

Your Personal Action Plans

Your next step will be to craft your action plans. They help you focus on developing critical leadership behaviors and core competencies. As you use your personal action plans, you'll be better able to identify your strengths and weaknesses in each of the individual leadership qualities. They provide a framework and a guide upon which to set your goals and objectives. They will show the way to grow beyond your current level.

When you begin using them start by asking yourself a few basic questions:

*What part of my leadership abilities does the profile indicate I should work on?
Which quality would I like to work on first?
What training or development do I need in order to improve?*

The Benefits Of Observers

Getting the external perspective of your colleagues can be another exciting and important aspect of the *Leadership12 Developmental Profile*. Quite often, the behaviors we are measuring are more easily observed by others. While you know your own thoughts and motives, others may be more accurate observers of your actual behavior.

After your observers have responded, your report and eGraphs will reflect their input. The report will help you interpret the composite results of ALL your observers. This is important because it truly completes the 360-degree perspective for you.

At the beginning of each of the twelve qualities sections in your report, you will see your **Personal Score**. This score is the average of your self score and all your observer scores and it will continually change as new observers submit their feedback. Also, because this report is dynamically generated, the content of your report may also change as your Personal Score changes.

Your Personal Composite Observer Report and eGraphs

Once your observers have completed the profile, you will learn how others see your leadership effectiveness. You will also learn about your degree of self-awareness because **Sample**, you will be able to evaluate and contrast your self-assessment score with the assessment score of each of your observer groups.

Summary

The twelve common denominators - twelve *qualities* - that all effective leaders possess are present in all of us to some degree. You don't need to study complex psychological theories to develop and use these traits. They are basic, common sense ideas and attitudes that individually and collectively can make you a more dynamic leader. Some of these qualities are "how-to" *skills and aptitudes*. Others involve *philosophies and attitudes*.

The Twelve Qualities Of Leadership

A Leader:

1. Has a Mission That Matters
2. Thinks at a High Level
3. Practices High Ethics
4. Masters Change
5. Shows Sensitivity
6. Is a Risk Taker
7. Makes Sound Decisions
8. Uses Power Wisely
9. Communicates Effectively

10. Builds Teams
11. Shows Courage
12. Is Committed

Leading By Example

We lead first by example! Everything we say or do sends a message, sets a tone or teaches people what to do or what not to do.

As leaders, we live under a microscope. Nothing we say or do escapes the scrutiny of our followers. This is one of the most important keys to leadership: Followers mirror the example set for them.

As we employ the twelve qualities of leadership, we need to ask ourselves repeatedly, "What message am I sending?" "What environment am I creating?" and "What example am I setting?"

Serving Makes The Difference

Lao Tse, the sixth century Chinese philosopher, said: "*A leader is one who serves.*"

Real service has a high value for our followers and for us. Being a good leader isn't about who has the most power. It's about who *earns* power by motivating and inspiring others, showing them how to make their lives better.

When we contribute to the well being of others, our joy and fulfillment become immeasurable.

There is a direct correlation between how a leader serves his or her followers and how the followers serve others. If we want to make a difference, we have to ask ourselves, "How do I serve my people?" and "How do I treat them?" Because, that's exactly how they will turn around and serve and treat others.

Service has been a hallmark of history's leaders who have had a positive effect on our world. Invariably, it's the servant-leaders who have advanced mankind.

Your Uniqueness

Sample, there is only one "you" on earth. You have special gifts, skills and talents to share through your leadership. Isn't it exciting to know that you are in the process of "becoming?" You are an ever-changing composite of the things you say, the books you read, the thoughts you think, the company you keep and the dreams you dream.

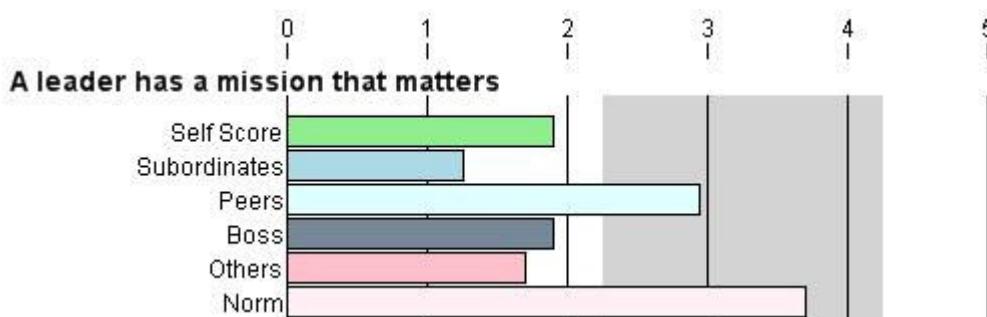
When you have the courage to stand and be counted, and when you understand the awesome power of serving others and the wisdom of self-sacrifice, then your self-worth is far greater than your net worth could ever be.

Your potential is endless. Your ability to make a difference has no boundaries. One person with belief, it's said, is equal to ninety-nine with only interest. You will surely make a difference when you have the courage to be a leader who is committed to serving others.

Quality #1: Vision - Mission That Matters

Can someone be a leader without having a mission? Can you make a difference without a mission? Possibly, but true leadership qualities are developed and sustained by having a mission. Some leaders identify a lifetime mission. Others have different missions at different stages of their lives. It isn't "wrong" not to have a Mission That Matters, but without one you can't reach your full potential as a leader. Big things come from small beginnings. The mighty oak tree comes from the tiny acorn, and a tiny seed of wanting to serve others can help you make a difference. Your Mission That Matters can be the driving force that inspires others to follow. Your example of service will be your legacy of leadership.

Your Personal Score - 39



"Great leaders are almost always great simplifiers, who can cut through argument, debate, and doubt to offer a solution everybody can understand."

- Colin Powell, soldier-statesman

The more clear and succinct you can make your mission, the more effective you will become and the more you can make a difference.

For example, Steve Jobs, co-founder of Apple Computer, came up with this precise, if vastly ambitious, mission when he was still in his 20s: "Develop a machine that would revolutionize lives." Years later when he interviewed a Pepsi executive for a top spot at Apple, Jobs didn't emphasize money or prestige. The interviewee already had those. Instead, Jobs asked, "So, what do you want to do, John? Do you want to sell sugared water for the rest of your life—or do you want a chance to change the world?" When the challenge was put in those terms, the Pepsi official knew exactly what he wanted to do---change the world.

Notice that Jobs' mission wasn't just about making money or becoming famous or even producing a certain number of computers per year. Rather, it shared a quality with many of the best missions: A desire to serve others.

It isn't enough that your mission sounds good or looks sharp on paper, though that's a start. To be effective, it needs to come from your heart, it's got to grow out of a sense of what's important in your life and your world. Often your mission may start out as something you do naturally just because you want to help out a little, maybe coaching a youth sports team or planting flowers in the park. Few people begin by saying, "Now I'm going to be a leader with a mission that matters." It seems to come over time and with conscious effort. So don't hesitate to start small; your mission will expand as you grow.

Self-Interview For Mission Building

Q. What have you always wanted to do but didn't do because it was too expensive, reckless, or

likely to be frowned upon by others?

A. _____

Q. What skills do you most want to develop? How would you put them to use?

A. _____

Q. If you, like a cat, had nine lives, what would the eight other be? List those desires, e.g., return to school, get involved in sports, become a writer, etc.

A. 1. _____ 5. _____

2. _____ 6. _____

3. _____ 7. _____

4. _____ 8. _____

It may take weeks or months to settle on the right mission and sharpen it. The process is more important than the product because it forces you to think about your priorities and to align your behavior with your beliefs.

Take your score as an indication that you should make the effort to hone your mission. Ponder the words of Helen Keller, the deaf and sightless humanitarian, who, when asked how she could bear the tragedy of being blind, said: 'Being without sight is not the worst thing that can happen to a person,' she replied. The people I feel sorry for are those who have no vision."

- Do I focus on my mission each morning to help keep me on track?
- Do I continually clarify my mission?
- Is my vision, my mission that matters, setting a positive example for others?

My Personal Leadership12 Action Plan For: Vision - A Mission that Matters

To grow in this area, take a good look at how your followers are acting and what are they doing? Are they working well together as a team? Do they seem to have a common goal? Have you empowered them to take risks and make decisions? The answers to these questions will tell you whether your vision is clear and whether your mission is one that brings people together. Having a clear, strong, value-based mission is the secret of building charisma.

People I will ask to act as my mentor, coach or role model:

	Name	Email Address	Phone Number
1.			
2.			
3.			

The three most important questions I would like to ask are:

1. _____

2. _____

3. _____

What leadership situations or experiences would I like to discuss, in order to gain insights into my role as a leader?

I will read these books to become a better leader:

With these three critical questions in mind:

Do I focus on my mission each morning to help keep me on track?

Do I continually clarify my mission?

Is my vision, my mission that matters, setting a positive example for others?

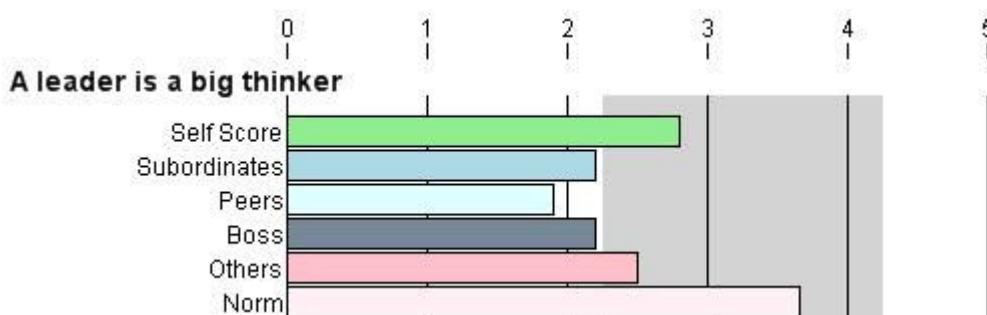
I will take the following steps to clarify and strengthen my leadership readiness and effectiveness:

Today's date: _____

Quality #2: High Level Thinking

Leaders that make a difference are visionaries, "big thinkers". They know that seeing things others can't see is not only a quality of leadership, it is a responsibility. Being a big thinker means being part pragmatist and part mystic. This talent is not as rare as you might think. It's as much an attitude as it is an aptitude. Reinhold Niebuhr said, "Nothing worth doing is completed in our lifetime." But a leader knows it must begin in our lifetime. We must have high expectations for what is ahead, projecting others and ourselves into a positive future scenario. Thinking big and having vision is more than a major responsibility of today's leaders; it is a Biblical injunction: "Where there is no vision, the people perish."

Your Personal Score - 45



"Discovery consists of seeing what everybody has seen and thinking what nobody has thought."

- Albert von Szent-Gyorgyi,
Nobel Prize-winning biochemist

Your score shows that you have an appreciation for the importance of creativity—but are you making the most of it? Are you thinking on a large scale—in big terms?

A kindergartner was asked by her teacher what she was drawing. "I'm drawing a picture of God," the child said. "But, sweetheart," said the teacher, "no one knows what God looks like." "They will in a minute!" the child replied. Now that's thinking *big!*

And that's the kind of confidence in your own thought processes you want to seek. Remember, a leader is a decision maker and a problem solver; the two go hand-in-hand. But while most people believe that leadership is based on position or title, it's not. In truth, it's the leader who makes the position, not vice versa—and one of the key ways he or she leads is through bold and far-reaching thought.

As a leader, you need to reduce or get rid of the barriers of inhibition and self-criticism in your organization. Start encouraging provocative, even outlandish ideas. Try to get used to the inherent messiness of the idea-generating process.

For instance, in a course nicknamed "Failure 101" at the University of Houston, students were asked to build the tallest structure possible out of ice-cream-bar sticks, then look for what they could learn from each failure. Those who ended up with the highest structures inevitably experimented the most and suffered the most collapses along the way, while, it was said, those who got stuck following a fixed idea from the outset never finished first.

Remember, both knowledge *and* imagination are important qualities for a leader.

When the two coalesce, big things can happen. In 1976, for example, years before personal computers were on mainstream minds, Steve Jobs and Steve Wozniak were 20-somethings with little but a radical dream: "Computers are going to be the bicycle of the mind. Low-cost computers are for everyone." They sold a van and two calculators to raise \$1,300 and opened Apple Computer, Inc. in Job's garage. They had the technical knowledge to build a computer—but they also had the big-thinking boldness to stick to their dream. Six years later, they were selling 650,000 computers a year, validating their dream of changing people's lives.

Most of us, imprisoned by our habits and by organizational culture, probably are more timid in our thoughts than we need to be. As business guru Tom Peters says, "Every organization needs at least one weirdo on the staff."

Maybe "weirdo" isn't a term to aspire to. Perhaps "bold thinker" or an "independent mind" is more your style. How can you become more of a bold thinker? Try these ideas:

Nurture your curiosity. Get in the habit of looking at things backwards, upside down, and inside out. Nudge yourself to do at least one offbeat thing each day. Take a different route to and from work. Strike up a conversation with a stranger. Ask yourself, "What if..." when next faced with a knotty problem. Read a magazine you know nothing about. Ponder what you'd do if you had to get by with only half your staff. Hang around with young people to see what they're thinking. Change your environment by taking a walk in the middle of the work day. Challenge your followers to come up with some outrageous suggestions. Drop your bias for action and ask "why" first, then move to the "how" part.

Banish toxic thoughts. Negative thoughts—like "It won't work" and "We've never done it that way"—are creativity stoppers. Eliminate those words and thoughts in favor of a more open, nonjudgmental attitude. "If everyone is thinking alike," Gen. George S. Patton said, "then somebody isn't thinking."

Practice brainstorming. This is a group problem-solving methodology in which people bounce ideas off each other. To achieve maximum contribution with minimum inhibition, you should write on a blackboard or flip chart every idea, or even a shard of an idea, that pops up. Don't allow criticism of any idea, no matter how bizarre. When the group runs out of ideas, take the lead in scouring the list for those with practicability and keep focusing the discussion on those until there's a group consensus about the preferred solution.

Your score indicates you're in an enviable position: You recognize and appreciate creativity. The next step is to spur others to action by thinking bold thoughts yourself and by reducing the barriers of inhibition and self-criticism in your organization. Go for it!

- Do I push myself to be creative and think beyond the accepted boundaries?
- Do I take time to dream and envision people and situations better than they are?
- Am I courageous in challenging tradition as a way to expand my horizons?

My Personal Leadership12 Action Plan For: High Level Thinking

When you have the courage to question "how things have always been done," you open the door to new thinking and new ideas. You energize followers by giving them permission to use their creativity and imagination. By encouraging others to go outside the restrictive accepted boundaries, you create excitement and enthusiasm for your mission. People will want to follow your lead. Robert Frost wrote, "*Some men see things as they are and say, □ Why? I dream of things that never were and say, □ Why not?*"

People I will ask to act as my mentor, coach or role model:

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The three most important questions I would like to ask are:

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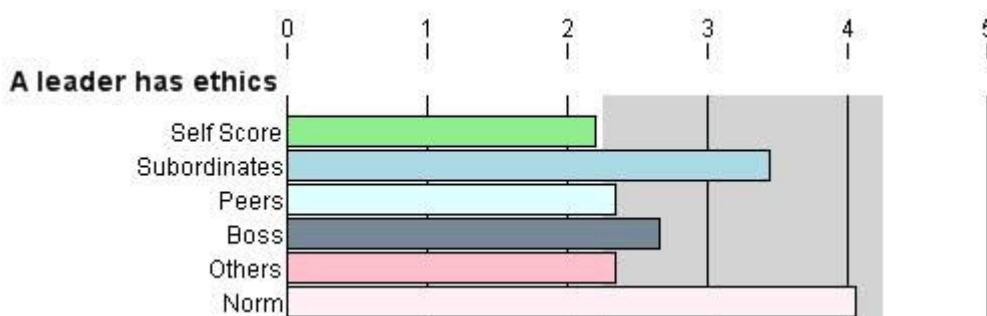
Today's date: _____

Quality #3: Ethics

Management expert Peter Drucker, said, "The leader's first task is to be the trumpet that sounds a clear sound." With every example of high ethics and integrity, we send a "clear sound" to others. It builds trust and loyalty, which are at the base of all effective relationships.

When standards and performance do not match, when they do not send a "clear sound," we lack authenticity, confuse our followers and set bad examples. Our people must be able to trust us or the consequences can be detrimental, not only to profits or success, but to attitudes and actions. If you are a leader who combines high ethics with a genuine concern for others, personal competence and fairness in the exercise of power, you will inspire trust. Without trust, the contract between you and your followers collapses. Your ability to make a difference will be greatly diminished.

Your Personal Score - 53



"The time is always right to do what is right."

- Dr. Martin Luther King, Jr., civil rights leader

You regard yourself as highly ethical and rightly so, judging by your score. You can be counted on to weigh options and choose what seem to be the ethical ones. To win the full respect of his followers, though, a leader also needs to be a proactive truth-teller.

Would you, for example...

- Speak up if the boss asked your view of a new project that he conceived and adores but that you think is on shaky ground ethically?
- Report to higher-ups if an employee in another department deceived a customer or a supervisor?

Most of us know we shouldn't lie. But do we always—should we always?—tell the whole truth?

A Short Pause For Reflection

Think about a leader for whom you worked. Cite a situation in which you believe he/she lied or at least didn't tell the entire truth:

How did that action make you feel? _____.

Why? _____

Think of an ethical situation you faced in which you were less than truthful. Would you handle it differently now?
If so, how: _____

Why? _____

The truth sometimes hurts, but the best leaders depend on the power of truth to inspire. This can get especially dicey when ethics collide with profit. Obviously, the purpose of business is to make a profit, but when that's the *only* measure of success, haven't we lost sight of our values?

To sharpen your sense of what's right, try the following:

Read *Winning through Integrity* by Cliff C. Jones, which tells how to succeed in business through ethical conduct.

Consider how you might act in these situations involving truth vs. money or personal success:

Would you...

Yes

No

Give a customer an overly optimistic delivery date, if it meant making a sale needed for your quarterly quota? _____

Inflate your expense account if you felt the firm was shortchanging you in other ways? _____

Accept a permanent, full-time job that you really wanted even if you knew you could only stay for a few months? _____

Omit a prior experience when applying for a job if that experience included being fired or having left under a cloud? _____

Leaders must perform three functions in the ethical arena:

- 1) Define and communicate what's ethical.
- 2) Translate that definition into a workable premise.
- 3) Resolve ethical conflicts that arise.

Leaders set the standard for honest and honorable dealings. It's your role to be not only ethical yourself but to show others how to act with the utmost integrity. "Hold fast to what is good and the people will be good," Confucius urged. "The virtue of the good man is as the wind and that of the bad man as the grass. When the wind blows the grass will bend."

- Do I have a clear working definition of ethics on which to base my life?
- Would I be proud to have my ethical behavior featured on the front page of the newspaper?
- Do I openly talk about ethical standards and behavior with my followers?

My Personal Leadership12 Action Plan For: Ethics

The most powerful way a leader can build trust is to have high ethics. When you exhibit high ethics, everyone wins. If you don't, everyone loses. The very basis of your leadership is the question of ethics. You won't go wrong if you ask yourself everyday: "When I take this action or make this decision, who is it I am serving - myself or my followers and stakeholders?" Your personal character and business practices are not two separate issues. High ethics are not hard to define, but living them can be a big challenge.

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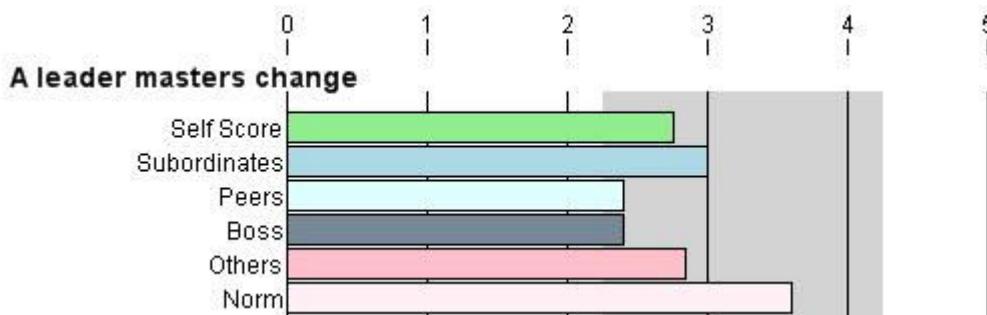
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Quality #4: Change Management

The world has gone through more pervasive, permanent and profound change than ever before in history. Change isn't new. It is the rate of change that is affecting us so dramatically. This acceleration has presented us with unique challenges. As the rate of change increases, we will have to increase our willingness and our ability to adapt.

Very little is more rewarding to a leader than watching people blossom and grow. To see their faces when they accomplish a new task and to share their excitement when they do what they thought was impossible, these are the rewards of a Change Master Leader. When you help other people change, grow and discover their own potential, you have added to the quality of their life. You have made a difference and served them well as leader.

Your Personal Score - 53



"Never doubt that a small group of thoughtful, concerned citizens can change the world. Indeed it is the only thing that ever has."

- Margaret Mead, anthropologist

You're more adept than many at making peace with change. Your leadership challenge is; How are you at spotting it and anticipating it?

Jack Welch became CEO of General Electric in 1981 and then famously decided that the giant firm was wasting capital by staying in so-so businesses. So he divested GE of more than \$16 billion in marginal undertakings, including such time-honored standbys as small appliances and aerospace, while acquiring new ones. The result: The massive changes shook up the old order, propelled GE to record profits, and made well-known Welch's rule of thumb that the firm be "No. 1 or No. 2 in every business that GE is in, or we fix, close, or sell it."

Welch faced change proactively, not reactively, and so can you. Rather than have change forced on you by events (such as sagging profits, troublesome employees, or looming competitors), you can get out in front of change.

How? Find the change thinkers in your organization and aggressively use them as a resource.

Here's a good way:

1. Ask a dozen or more staffers in your organization what serious problems they think will emerge in the next five years.
2. Eliminate the repeats and prepare a prioritized list. Re-interview your staffers and update that list every six months or so.
3. Most important, ask your followers what solutions they propose.

4. Be sure to give them feedback and lots of credit when you use their ideas.
5. Be prepared to actually implement good suggestions. If you ask for input and don't use it, you will lose credibility and your followers won't help again.

Provided you asked enough of the right people, you'll have a running list of trouble spots and possible solutions—as well as a pretty good handle on who are the best thinkers in your organization.

■ Self-Interview: Learning About the Future From the Past

- 1. Recall a positive change situation—at work, school, or in a club—that you experienced but did not lead.** Then identify the leaders who made it happen. Specifically, what did they do?

- 2. If you were in that same situation again, could you become one of the change-masters?**

___ Yes. Why? How would you behave differently this time? _____

___ No. Why not? What would need to happen for you to become more comfortable leading that change? _____

- 3. Recall the best leader you've known.** On a scale of 1-to-10 how comfortable was he/she with change? ___ What qualities did he or she have that you could acquire to make you a stronger advocate for change? _____

- 4. How could you acquire those qualities?** _____

When you become a master of change, your leadership could literally transform your world. Inspired leaders look for the opportunity in change. Try to make peace—and even anticipate--change, and your followers will take note of yet another reason why you are their leader.

- Is my resistance to change keeping me from being a good leader?
- Do I really look for opportunities to change or do I cling to the status quo?
- Do I support change in others by creating an environment where change is welcomed, not condemned?

My Personal Leadership12 Action Plan For: Change Management

One of the most rewarding parts of leadership is seeing others grow and achieve in ways they once thought were impossible. The key to achieving this is being able to deal with change yourself and helping others change. Ask yourself, "What can we learn from the past? Did we do well? Did we think beyond the apparent boundaries? How can we do better in the future? What should we change? What should we keep?" We're living in an era of unprecedented change and opportunity for those who are ready, willing and able to change.

People I will ask to act as my mentor, coach or role model:

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I will read these books to become a better leader:

With these three critical questions in mind:

- Is my resistance to change keeping me from being a good leader?
- Do I really look for opportunities to change or do I cling to the status quo?
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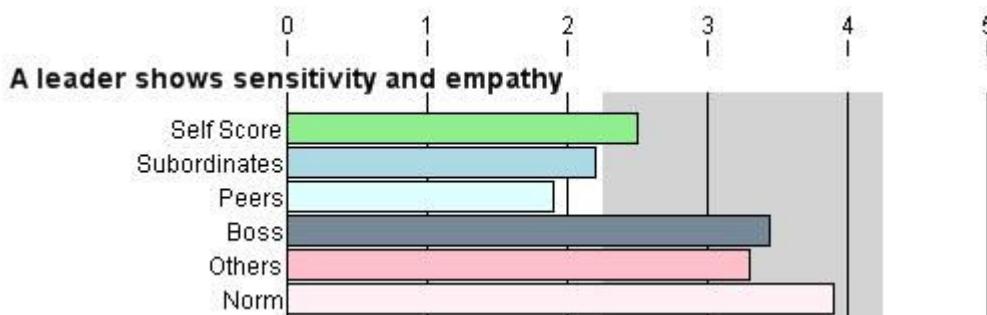
I will take the following steps to clarify and strengthen my leadership readiness and effectiveness:

Today's date: _____

Quality #5: Sensitivity - Empathy

The inclusion of sensitivity in a list of leadership qualities is a relatively recent phenomenon and one subject to misinterpretation. Sensitive leadership is not leadership that lacks strength or courage. It is not softness or the lessening of power. A sensitive leader has a heightened awareness of the issues, values and people in our changing society. Sensitivity to these needs is crucial to your leadership effectiveness because without responsive, productive people the other considerations quickly become secondary. At its best, this sensitivity is called "people building."

Your Personal Score - 53



"I have seen competent leaders who stood in front of a platoon and all they saw was a platoon. But great leaders stand in front of a platoon and see it as 44 individuals, each of whom has aspirations, each of whom wants to live, each of whom wants to do good."

- Gen. Norman Schwarzkopf, (Ret. U.S. Army)

You're alert to your followers' needs in many ways, and you get high marks for that. But like most of us, you can improve that sensitivity. You can make the effort and take the time to sincerely share in the hopes, fears, and dreams of your followers, even those who follow you reluctantly. Or, as an old saying has it, "To lead yourself, use your head; to lead others, use your heart."

The easy path would be to work at improving the heart-to-heart comfort levels of those with whom you already share a good relationship. Instead, try some heavy lifting: Work on your sensitivity by improving a poor relationship.

Four Steps to Improving Empathy with a Nemesis

- 1. Pick a person with whom you don't have much rapport.** Maybe it's a boss you can't seem to reach, a rival who resents you, or just a follower who doesn't enjoy following you. Let's call him or her Person X.
- 2. Enlist a trusted helper to analyze your relationship with Person X.** Urge the helper to write an analysis of your relationship with X from X's viewpoint. The helper should list what Person X probably thinks of you and give assumptions as to why this person feels that way. Maybe X sees you as pushy or better-looking or the boss' son-in-law or a threat to X's job security. Whatever your helper's guess, have him or her write down those assumptions.
- 3. Dig deeper.** Think about what has been written. Try to view the relationship through Person X's eyes. What does X really fear? In other words, how might you be threatening to him or her? Economically? Socially? Politically within the organization?

4. Corroborate your assumptions. In your next interaction with Person X, listen closely and without judging. Compare what you are hearing with what was written down. Check the validity of your assumptions. Does he or she really seem to be threatened? If so, how is he or she threatened? Try to understand X's perspective.

5. Decide what to do. Is there something—a kudo, a gesture, a favor, an invitation or an acknowledgment—you can offer that would lessen the other's fear, that would defuse the perceived threat?

6. Do it. Take whatever steps are necessary to ease the threat that Person X perceives—and then watch for signs of an improved relationship upon which you can build yet further.

This ability to share other's feelings, to see things from another person's point of view (even if you don't agree) is called empathy, and it's important in virtually all phases of human interaction, especially in large organizations. And most especially in strong leaders like you.

- Do I look at sensitivity as a leadership strength?
- Do I meet with and communicate with my people often so that I can keep in touch with their needs and the needs of my organization?
- Do I reject a one-size-fits-all leadership style in favor of leading different people differently?

My Personal Leadership12 Action Plan For: Sensitivity - Empathy

"Emotional intelligence" in leadership requires having empathy and sensitivity toward others. We live in a much more complex world than ever before. When you take the time to evaluate your sensitivity to the needs, values and perceptions of others, you develop what futurist Daniel Yankelovich describes as, "*one of the 'soft' qualities crucial to a leader's effectiveness. At its best, sensitivity is called 'people building.'*" Use your sensitivity as a positive tool to build people.

People I will ask to act as my mentor, coach or role model:

	Name	Email Address	Phone Number
1.			
2.			
3.			

The three most important questions I would like to ask are:

1. _____

2. _____

3. _____

What leadership situations or experiences would I like to discuss, in order to gain insights into my role as a leader?

I will read these books to become a better leader:

With these three critical questions in mind:

- Do I look at sensitivity as a leadership strength?
- Do I meet with and communicate with my people often so that I can keep in touch with their needs and the needs of my organization?
- Do I reject a one-size-fits-all leadership style in favor of leading different people differently.

I will take the following steps to clarify and strengthen my leadership readiness and effectiveness:

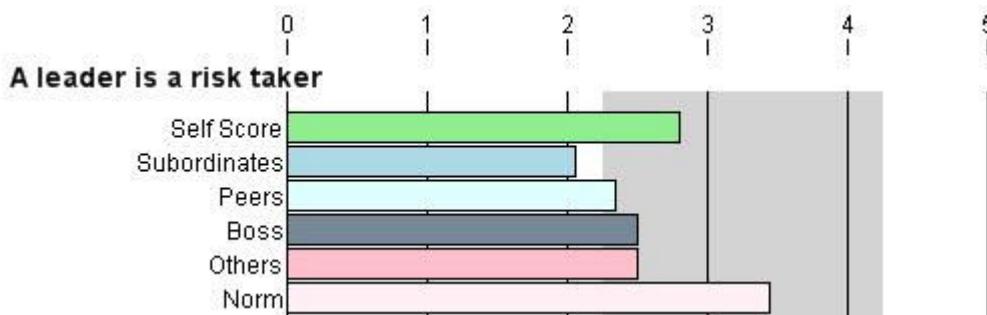
Today's date: _____

Quality #6: Risk Taking

Risk taking is an indispensable part of leadership. When we look at leaders who are making a difference, we see that they have the courage to begin while others are waiting for a better time, a safer situation or assured results. They are willing to take risks because they know that being overly-cautious and indecisive kills opportunity.

If you accept the premise that leaders lead primarily by example, then you must send a strong message to your followers that says, "It is okay to make a mistake while learning to take risks." If you don't send that message, you will cripple them with the burden of perfection. When you can admit your own failures and mistakes and say things like, "Wow, I blew it, gang - I'm sorry, let's try again," then you build a bond between you and your followers.

Your Personal Score - 48



"Failure should be our teacher, not our undertaker."

- William Arthur Ward, pastor and editor

Your scores indicate you're familiar with risk but perhaps not fully comfortable with it. Figuratively speaking, you're still wearing both belt and suspenders.

It's healthy to have some fear. There are some things that you should be afraid of. A little fear, like a little water, can be beneficial. But too much fear—and too much water—can drown you.

Boldness can be learned over a period of time, during which you build self-confidence and wean yourself of the need for excessive safety. How can you tell the difference between a calculated risk and foolhardiness?

Here's a formula that may help:

S + V divided by S = RQ

That's *self-confidence plus vision divided by the need for safety* equals your *risk quotient*. In other words, when you face a risk, first check your self-confidence by asking, "Can I do this?" Assign a number from 1 to 10, with 1 being "No way!" and 10 being "Absolutely!"

Just for practice, assign a self-confidence number to the following scenarios:

I can make a persuasive presentation to groups of high level people: _____

I can dismiss a recalcitrant employee or ineffective volunteer: _____

I can give my boss bad news he/she doesn't want to hear: _____

Second, check your vision by looking ahead to the potential outcome of each of the above hypothetical scenarios, eying the benefits, and thinking, "If I can pull this off, I will gain _____." Again, give each a number, with 10 meaning there's an enormous payoff.

Finally, question your need for safety by asking such questions as:

- How much danger or ridicule can I take?
- How far am I willing to go?
- How safe do I really need to be?

Now, in each case, give a number to that factor too, with "10" being an extremely high need for safety. Then run the answers to questions 1-3 through your mental calculator to reach your risk quotient.

Exercise: Now try that formula on a real, risk-laden decision you faced recently. Your result is _____. And think: could you have gone a bit further that time? Or were you stretched out to your limit? Use that risk-quotient figure as kind of a benchmark for future risks.

Stretching is good, as long as you don't go past the breaking point. Unlike rubber bands, humans become stronger through constant stretching.

So resolve to show some initiative. Set new standards and explore new horizons. Ramp up your risk quotient. Blaze a trail that makes a difference. You *can* do it!

- Do I create an environment in which risk taking and failure are acceptable parts of progress and growth?
- Do I criticize and punish risk taking and failure or praise and reward effort and courage?
- Do I really encourage ownership—thus empowering others? Or do I just give lip service to these concepts?

My Personal Leadership12 Action Plan For: Risk Taking

Your ability to be a wise risk taker is a vital part of your leadership. The best leaders have the courage to begin while others are still waiting for a better time, safer situations and assured results. As you lead by example with this quality, your powerful message is, "I value your courage to try new things. Let's not waste energy, time, or your talent by playing it safe." The golden thread that runs through the lives of great leaders is their willingness to take risks.

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I will read these books to become a better leader:

With these three critical questions in mind:

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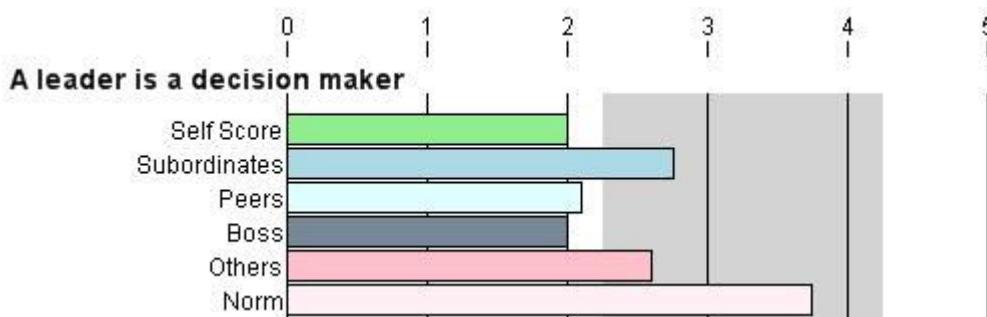
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Quality #7: Decision Making

One of the most important tools you have is the ability to release potential and make something happen. Courageous decision making does that. When we are indecisive, we forfeit everyone's future and we waste time, energy, talent, money and opportunity. The most effective leaders are vitally aware of this and would rather make a wrong decision than none at all.

Deciding to decide can be the hardest part of the process. Going through intellectual and emotional gymnastics of deciding is not always easy. It can keep you up all night, weighing the pros and cons. It can take your energy and attention away from other important matters. It can be a difficult, stress-filled time. But getting caught in the trap of indecision is just as bad because not deciding is a decision. When you delay, time, fate and circumstance will decide for you, and you may not like the outcome.

Your Personal Score - 47



*"Decision is the spark that ignites action.
Until a decision is made, nothing happens."*

- Wilfred A. Peterson, author-philosopher

Your willingness and ability to make a decision can determine whether you're a mediocre leader or an excellent leader. Whether you have just good intentions or you're making a real difference. Your score suggests decision-making offers "improvement opportunities" for you.

Something that might help you is reviewing the steps leading up to a decision. To prepare well for decision-making, you need information and insight. For simple decisions a checklist can be compiled mentally in just a few minutes. But for major decisions you'll want paper, pencil, and a quiet place to concentrate as you answer.

The 10 Preparing-to-Decide Questions

- 1. Is the objective clear?** Unless a problem is defined clearly, any attempt at a solution will be doomed. That's because the parties involved won't know what they're working on. Make sure you find out the root causes of the problem.
- 2. Who should make the decision?** Are you the person who should be deciding? While you need to accept responsibility for a final decision, perhaps another would be in a better position, or would experience greater growth, by making the judgment.
- 3. What's the time frame?** Is there a deadline? Or, is there a point at which further delay becomes too costly?
- 4. Do you have enough information?** Try to get as much data as you can in person. Distrust the communication chain.

5. Have you done a force-field analysis? List what forces (circumstances, people, policies, etc.) are working in favor and which are working against each option.

6. What risks are involved? Can you cite the payoffs as well as the losses?

7. Is your action plan ready to be implemented? Do you know what actions will need to follow the decision? How soon afterward? For how long? What's Plan B if this doesn't work?

8. How will you track the outcome? You'll need positive and negative feedback, whether statistical evidence or anecdotal information.

9. How will you review the decision? You need to revisit the decision because time and circumstances will change the environment. You can't necessarily repeat this decision in a different situation.

10. What will the consequences be? Every decision makes multiple consequences by forming precedents, by affecting the relationships of those included and excluded from the process, and by the track record that results from a success or a failure.

Remember, successful leaders seek advice from all corners. They continually build objectivity in order to make wise decisions. They possess the will to decide but also the will to live with their decisions, regardless of the results.

Don't settle for a "Band-Aid" fix. Make decisions that will make a difference to all your followers.

- Am I willing to delegate? Or do I have to make all the decisions myself?
- Do I set an example of decisive decision-making?
- Do I teach others how to be productive decision makers?

My Personal Leadership12 Action Plan For: Decision Making

Philosopher Wilfred A Peterson wrote, "*Decision is the spark that ignites action. Until a decision is made, nothing happens.*" When you are using all your leadership capacity, you have the power to say, "Yes!" That's what puts people into action. Get all the information you can, lay out contingency plans, provide the resources to follow through, and then go! Decide! If it doesn't turn out as well as you had planned, that's okay. Go back, fix what was wrong and keep moving ahead. That's where your future lies.

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I will read these books to become a better leader:

With these three critical questions in mind:

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Do I set an example of decisive decision-making?

Do I teach others how to be productive decision makers?

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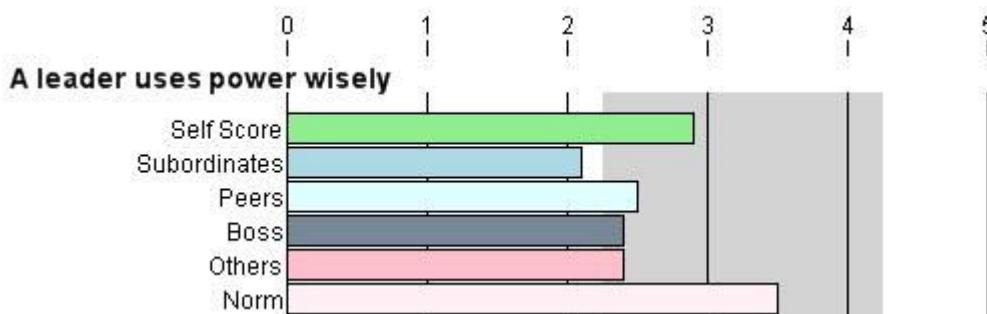
Today's date: _____

Quality #8: Proper Use of Authority

There are two kinds of power - the power that comes from holding a particular position and the power that comes from within. Personal power is the real "horse power" of your leadership. It's the magnet that draws people to you. It is the energizer that gets things done.

If you ever have to choose between the two, always choose personal power, because no matter what happens, if you have personal power, you'll be able to handle change and difficulty. Your personal power will outlast position power every time. Position power is minimally effective without personal power. However, the combination of these two powers can be a mighty force that accomplishes great things.

Your Personal Score - 48



"He who has great power should use it lightly."

- Seneca, ancient Roman philosopher

Ralph Waldo Emerson's journal describes a time he and his son were trying to force a balky calf into a barn. One pulled from the front on the halter, the other pushed from behind. But the calf splayed its legs, dug in its hooves, and was immovable. A servant girl watched amused as the two men gave up. She walked over and, stuck her finger in the calf's mouth. She gave a little tug and the calf happily followed her into the barn. "I like people who can do things," Emerson concluded.

But doing things with finesse, not force, was the real lesson, and that's something that every leader needs to remember and practice.

If you're going to lead, you need to be strong but gentle; strong enough to tackle the tough issues but gentle enough to keep the solutions humane. You need to be demanding enough to challenge others but patient enough to know that progress will take longer than you think.

Power can derive from one's title and position. And/or it can come from within, from who you are, what you know, and how you act. Combined, the two can be a mighty force. But taken singly, personal power will trump and outlast position power every time.

Haven't we all known leaders who had grand titles but little real power? Or others who wielded their power so bluntly, so insensitively that they had lots of authority but got little respect?

Willie Shoemaker, the jockey, was said to be "the best in the business because he has the lightest touch on the reins. They say the horse never knows he's there—unless he's needed."

Do you have a "light touch on the reins?" Do you use power so well your followers only feel it when needed? Cultivating the wisdom to use power wisely takes a lot of time and energy, but the benefits are worth the effort.

So you need to regularly evaluate how you are mastering the act of influencing others. These questions should help:

- Why do I want power?**
- What will I do with it?**
- What will it mean to me once I have it?**
- Who will I serve with my power?**
- What specific things can I do to increase my power?**
- When will I do them?**
- How and when will I measure my success?**

The term "power" has a negative connotation for many. But the truth is, with power you can accomplish a lot, without it very little. It's like strong glue, holding the other qualities together.

Resolve now to become a student of power, its sources and its uses. And remember to share it: The people you empower will help you reach your goals to make a difference.

- Do I have the courage to ask others about how well I use my power?
- Do I know what power means to me and how I will use it to make a difference?
- Do I value power as a way to be a steward, a servant leader, to my followers?

My Personal Leadership12 Action Plan For: Proper Use of Authority

Author Stephen Vincent Benet said it best, "*We thought because we had power, we had wisdom.*" How wise are you in using your power to become a leader who makes a difference? Have you asked yourself these important questions: Why do I want power? What will I do with it when I get it? Am I sensitive in how I use my power? Do I have the courage to ask other people's opinion about my use of power? If I get a negative response, am I willing to change my use of power? Or is my ego out of control? Your power can do great good if you use it wisely!

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I will read these books to become a better leader:

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Do I value power as a way to be a steward, a servant leader, to my followers?

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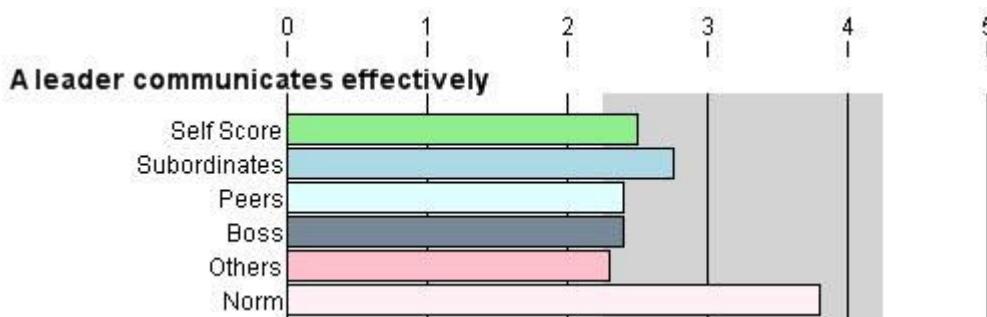
Today's date: _____

Quality #9: Communication

The moral tone of your organization is established and communicated by you, its leader. Your team is held together by the words they hear and the actions they see. When you use your expertise to reinforce the organization's goals, values, ideas and ideals, in the minds and spirit of your followers, communication becomes an art form.

There is no such thing as perfect communication. But as leaders, we must strive to perfect our communication skills to avoid misunderstanding. As a leader, you must be able to clear away extraneous issues and get to core ideas. The better we communicate, the better off we are. The better we communicate, the better chance we have to make a difference. The highest form of communication is the example we set for others. You serve your followers best when your mission is articulated more by what you do than what you say.

Your Personal Score - 50



"The best way to persuade is with your ears."

- Dean Rusk, former U.S. Secretary of State

Your score indicates that you are a good communicator. Now the question to ask is, how are you as a listener, a *real* listener?

We all think we're good listeners, but studies suggest otherwise. One University of Minnesota study showed that nearly 60% of misunderstandings could be traced to poor listening. Strong leadership is practically impossible for the person who doesn't listen well. Effective listening is a commitment and a compliment—a commitment to understand how others feel and a compliment because it says, "I care about what's happening to you."

Two main ways to improve your listening skills are *effective questioning* and *seeking feedback*. A proverb reminds us, "If you know all the answers, you haven't asked all the questions." Indeed, the mark of a leader is that he or she is always looking for answers. By asking questions, they not only find information they need but also send a clear message to their subordinates: "I'm vitally interested in what you're doing."

Feedback involves asking questions *and* giving/receiving advice. "Janet," you might say to a subordinate, "how's that project coming along?" That gives Janet a non-intimidating opening to give her views. Then you can start a dialogue based on her reply and work into it your suggestions. That way, you build trust, learn from her what she sees as the problems, and share the organization's goals.

Listening: An Action Plan

- 1. Honestly assess yourself as a listener.** Do you encourage others to talk? Do you listen even if you do not like the person? Do you listen even though you anticipate what he/she is

going to say? Do you smile, nod, and otherwise encourage the talker? Do you withhold judgment about the ideas until the speaker is finished?

2. Commit to listening—really listening—to one person for one day. As Dr. Tony Alessandra suggests in his book *Charisma*, pick one person with whom you want to better communicate. Decide to do a better job of listening, not just hearing, and really getting to know that person well. Focus on what that person is saying instead of rehearsing what you're going to next say or mentally dissecting his or her remarks. Once you're listening better, extend this exercise to successive days, then to other acquaintances as well.

3. Eliminate the distractions. When listening, put your phone on voice mail, your pager on vibrate, turn off the TV, CD player, stereo or radio and forget about your hair. Sit side by side with the other person and seek to make him or her feel like you're really there for them. And don't interrupt.

4. Experiment with "mind-mapping" techniques. This note-taking method helps you keep up with the conversation without interrupting its flow. Basically, you use a rough diagram to sketch the primary pieces of information, then break them down into subtopics. Read Tony Buzan's *The Mind Map Book* for more details.

God gave us two ears and one mouth. That ought to tell us something about what our ratio of listening to speaking should be! If you work hard at improving your listening, your followers are sure to notice because you, as a strong leader, won't miss hearing the true nature of the problems.

- Am I working on becoming an inspirational leader using my words to motivate inspire and give hope?
- Do I continually communicate the three vital message that build strong long-term viable organizations: our mission, our objectives and our values?
- Do I work as hard at being a good listener as on any other of my communication skills?

My Personal Leadership12 Action Plan For: Communication

People respond much better to "constructive feedback" than "constructive criticism," which involves placing blame. When people encounter disapproval, they seldom respond with openness and receptivity. "*Constructive support*" is the way to forge productive relationships and create a bond. Your words can build up or tear down. They can communicate either, "I think you are incompetent" or "Let me help you do better."

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I will read these books to become a better leader:

With these three critical questions in mind:

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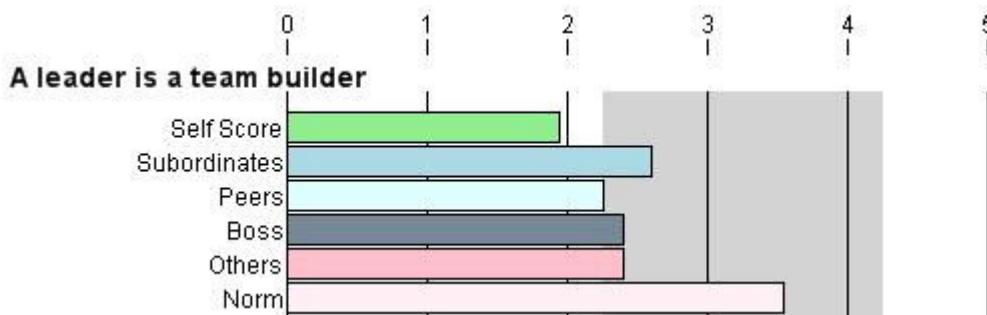
Today's date: _____

Quality #10: Team Building

Humans have always formed groups to accomplish goals that could not be reached by any one person. Being a part of a team is highly valued in many societies, from the simplest to the most sophisticated. Even in a culture that values individuality, the individual's need to be a part of something human, supportive and reinforcing is strong. We know we can make a bigger difference when we do it together.

If you are a leader who can attract the right people to your team, communicate a mission, and then motivate, train and direct that team to maximum productivity, you'll be one of the most valued leaders we have in the 21st century. Whether you approach leadership as an employee, as a concerned volunteer, a public servant or a parent, the art of team building will help you maximize your potential to make a difference.

Your Personal Score - 47



*"Coming together is a beginning; keeping together is progress;
and working together is success."*

- Henry Ford, industrialist, philanthropist

Ever notice how the National Basketball Association all-star game rarely lives up to its hype? Despite bringing together the finest players in the world, the game usually isn't nearly as exciting as many regular-season games.

Why do the superstars fail to measure up? Too many egos, perhaps. Maybe too much time in the spotlight, and for sure, too little time and effort working as a team.

Teamwork pays off. For example, the Harvard business-school marketing faculty experimented a while back with first-year grad students. Instead of the usual mid-term case-study exam, students were split into four-person teams and given 24 hours to solve a problem, with the members of each team getting the same grade. At first, students complained their individual grades would be adversely affected by being thrown into a group of people they wouldn't have selected to work with. The school's reply: Welcome to the real world!

Indeed, some of the groups had tremendous disagreements. But, as it turned out, when the student newspaper surveyed the students afterward, they gave overwhelming support for the new group-project exam. And the faculty found that the students who learned the most were in those teams that had the greatest disagreements.

The five building blocks of team building are *directing, motivating, training, delegating* and *rewarding* the members. Of those, arguably the first—directing—is particularly important because when you give people direction, challenge them to use their talents and give them the autonomy to achieve a goal, you have helped them fulfill their personal potential as well as that of a team.

How do you direct a team? Well, first and most importantly, the team must know its purpose. So gather your

team and begin defining, clarifying, and structuring a mission statement for the team. Make sure everyone participates and feels ownership in this mission because a vision created by someone else rarely inspires as much as one we set for ourselves.

Try this approach:

How to Give Your Team a Shared Vision.

To achieve unity of purpose, ask each team member, early in the life of the team, to complete these simple statements on paper:

This team exists to _____.

We most value _____.

Our desired outcome(s) is/are _____.

We will know we are effective when _____.

Then compare your reply with those given by the other team members. Discuss the differences and formulate a statement of purpose that can be used for later progress reports to higher-level teams within your organization.

Even in an individualistic society like ours, people want to be part of something larger than themselves. Give them that chance! And watch how you—and they—make a big difference when you all do it together.

- Do I create a sense of shared purpose and vision for my teams?
- Do I praise in public and criticize in private?
- Do I openly value and acknowledge the contribution of my teams?

My Personal Leadership12 Action Plan For: Team Building

Team building encompasses all the qualities of a leader. It maximizes the potential of both you and your followers. There are five areas involved in powerful team building - directing, motivating, training, delegating and making work enjoyable. Team building is the key to maximizing people potential! It is where you can leave a lasting legacy. You can actually see your leadership in action as your followers grow and fulfill their potential.

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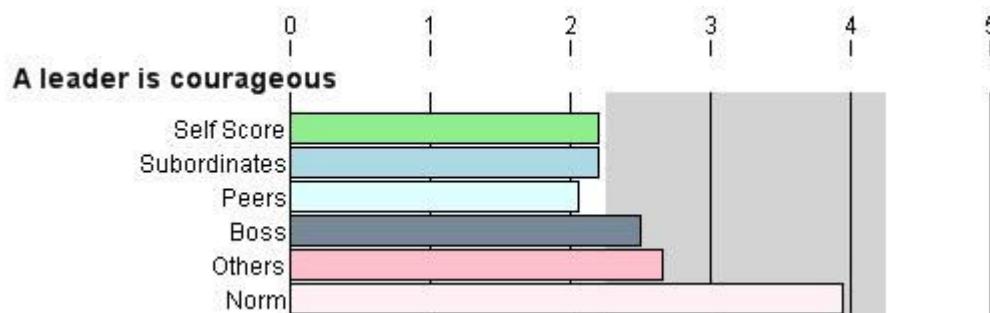
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Quality #11: Courage

We define courage as: "The state or quality of mind or spirit that enables one to face danger with self-possession, confidence and resolution." Danger is obviously relative. It is dangerous to live in the nuclear age. It is dangerous to put yourself on the line and stand up for your beliefs. It is dangerous to get involved in relationships with others. You could get hurt. The world has always been a dangerous place. And the world has always had leaders who led in spite of the dangers.

There's a saying that courage is "fear that has said its prayers." We are all afraid of something. Yet we have all overcome fear and displayed bravery at some time in our lives. But there is more to courage than bravery in the face of danger or hardships. While there is physical courage, mental and moral courage are just as meaningful. Courage also means being able to keep going when the burden is heavy and there is no end in sight. Courage can be the willingness to live one day at a time, doing the best you can.

Your Personal Score - 47



"To die for the revolution is a one-shot deal; to live for the revolution means taking on the more difficult commitment of changing our day-to-day life patterns."

- Frances M. Beal, black activist

Your score suggests you are aware of the need for courage and may be looking for courageous ways to make a difference. You might consider:

- following a difficult path in the face of danger
- standing up boldly for your beliefs and values
- sacrificing immediate satisfaction for future gains
- following your instincts and act on your unique strengths

In fact, the more clearly defined your personal list of courageous qualities, the stronger you will become.

Truth-seeking, for instance, can be a way for a leader to show courage. As a story has it, when a woman was elected president of a large company, one of the veteran directors said, "So now you are president." "So it seems," the new president replied. "Then," the director said, "you have heard the truth for the last time."

The truth is, the more power you have and the higher your leadership takes you, the more critical—and the more difficult—it is to keep open a pipeline to the truth. No one wants to tell the emperor he has no clothes.

Asking questions like these will build your courage to lead others:

What is your commitment to and capacity for the truth?

Are you willing to seek out the truth even when it will make your life enormously more complicated?

When truth may reflect ill on you and/or your organization are you still willing to search?

Or in a similar vein, how are you about assuming responsibility? It takes courage to take responsibility for your actions and those of your followers.

For example, a 9-year-old young man named Henry began helping his mother grow and sell vegetables from their Pennsylvania garden. He worked hard, and by the time he was 16, he was supplying nearby Pittsburgh markets. His business expanded further—until at age 30, when he made a disastrous investment and was forced into bankruptcy.

Although he had no such legal requirement, Henry got a notebook and wrote on the cover, "The Moral Obligations Book of Henry J. Heinz, 1875." He set about earning enough to repay those who had trusted him. That done, he began yet another company that became famous for Heinz's 57 Varieties. Do you have that sort of sense of responsibility?

"Courage is not limited to the battlefield or the Indianapolis 500 or bravely catching a thief in your house," pastor Charles Swindoll wrote. "The real tests of courage are much quieter. They are the inner tests, like remaining faithful when nobody's looking, like enduring pain when the room is empty, like standing alone when you're misunderstood."

- Do I have the courage to speak out for my beliefs and values?
- Am I brave enough to examine my courage—trying to see myself in a true perspective?
- Do I encourage others to be bold and act in courageous ways?

My Personal Leadership12 Action Plan For: Courage

Eleanor Roosevelt said, "You have to accept whatever comes and the only important thing is that you meet it with courage, with the best that you have to give." Mental and moral courage are just as meaningful as physical courage. Being able to keep going when the burden is heavy and there is no end in sight - persisting, hanging on, surviving and maintaining stamina through the daily wear and tear - all are courageous acts.

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3.			

The three most important questions I would like to ask are:

1. _____

2. _____

3. _____

What leadership situations or experiences would I like to discuss, in order to gain insights into my role as a leader?

I will read these books to become a better leader:

With these three critical questions in mind:

Do I have the courage to speak out for my beliefs and values?
Am I brave enough to examine my courage—trying to see myself in a true perspective?
Do I encourage others to be bold and act in courageous ways?

I will take the following steps to clarify and strengthen my leadership readiness and effectiveness:

Today's date: _____

Quality #12: Commitment & Accountability

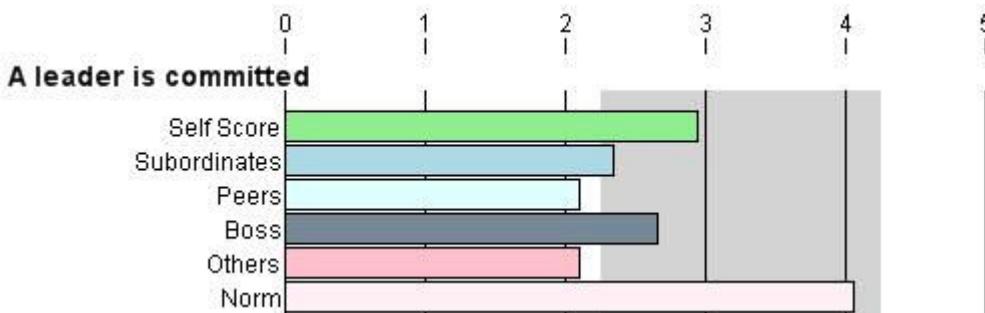
Commitment and accountability are important at every stage of your leadership development. Those are intangible ingredients you reach for, deep inside, to help you through the tough times. They are the inner strengths that keep you going when everyone else gives up. And total commitment can create miracles. Leadership is earned, not claimed! You earn it when you:

- Treat people as if today is the only day you have to help them reach their full potential.
- Teach the benefit of setting a good example to the lowest level of people in your organization.
- Know that if you take very good care of today, tomorrow will take care of itself.
- Accept full responsibility and accountability for your thoughts and actions.
- Live each day as if your life were being judged by that one day.
- Take time each day to be alone, to communicate with your God, to think about your mission and how you are going to make a difference.

Then you earn your position of leadership. Faithfulness and persistence are the first two ingredients of commitment. Action is the third ingredient that gives the first two life.

You have the ability and talents to change your world. Don't be afraid to start small, then go for greatness. If you have a purpose, a compelling vision and a commitment to give of yourself, you can be a leader and you can make a difference!

Your Personal Score - 48



"Anyone can dabble, but once you've made that commitment, your blood has that particular thing in it, and it's very hard for people to stop you."

- Bill Cosby, entertainer

Here is where you can grow and deeply affect your followers.

It's not enough to *be* committed to whatever you're trying to accomplish. You also must *show* your commitment and accountability to those you lead.

In olden days, military leaders sometimes burned their boats after making an assault from the sea. Why? Biographers often say the leaders did so to give their followers no choice but to fight on and win. However, as retired Air Force Maj. Gen. William Cohen has pointed out, the rank-and-file still could have surrendered. Perhaps instead the act demonstrated the leader's unflinching commitment to the objective.

Real commitment and accountability are intangible ingredients, inner strengths that bind the other 11 leadership qualities together and give them power. They are important at every stage of your leadership development. What this means is really, *really* believing in what you are doing, in what your organization is doing, that its mission and your mission are noble.

It's hard to show commitment and accountability if you aren't really committed. In fact, it's impossible. Commitment can't be faked.

Many are the ways leaders can demonstrate commitment and accountability. Remember the Founding Fathers' commitment of "our lives, our fortunes, our sacred honor" to the cause of the Revolution? You probably don't need to burn boats or risk treason to show commitment. But you do need to fervently believe in what you are doing and what your organization is doing. To your very marrow you must believe in your mission and act accordingly.

That commitment, that passion must be genuine and unrelenting. If it is, followers will respond. Then when there's doubt about an action, they will say, "I know her heart is in the right place. She's been right before. I have every reason to trust her, so I'm going to go with her." Your commitment and accountability will have given you the leader's edge.

You can't just claim leadership; you must earn it. So take a moment to reflect on the ways you show commitment and accountability:

A Commitment Challenge

How have I shown my commitment and accountability today in words?

How have I shown my commitment and accountability today by example?

If my leadership were to be judged solely on the basis of my actions tomorrow, what would I do differently than I did today?

"Many times a day I realize how much my own outer and inner life is built upon the labors of my fellow men, both living and dead," Albert Einstein said, "and how earnestly I must exert myself in order to give in return as much as I have received."

- Is my example of commitment and accountability one that I can be proud of?
- Am I committed to rejecting cynicism, arrogance and destructive language, as a way to set a strong example others will want to follow?
- Am I truly committed to be a leader who makes a difference?

My Personal Leadership12 Action Plan For: Commitment & Accountability

Commitment and accountability are the glue to your success. They provide the inner strength to keep you going when everyone else gives up. They are the binding force that holds the other eleven leadership qualities together and gives them power. When things are going well, this force accelerates your progress. When difficulties arise, it gives you endurance. Your commitment and accountability exude the confidence and hope your followers need to develop their own commitment.

People I will ask to act as my mentor, coach or role model:

	Name	Email Address	Phone Number
1.			
2.			
3.			

The three most important questions I would like to ask are:

1. _____

2. _____

3. _____

What leadership situations or experiences would I like to discuss, in order to gain insights into my role as a leader?

I will read these books to become a better leader:

With these three critical questions in mind:

Is my example of commitment and accountability one that I can be proud of?

Am I committed to rejecting cynicism, arrogance and destructive language as a way to set a strong example others will want to follow?

Am I truly committed to be a leader who makes a difference?

I will take the following steps to clarify and strengthen my leadership readiness and effectiveness:

Today's date: _____

YOUR STRENGTH AREAS

This section gives you a snapshot of the five areas with the highest average scores (from highest to lowest) from all your raters combined.

Questions Relating to Strengths	Average
40. I am highly accessible to others and maintain an open door attitude.	2.88
34. I offer constructive feedback that brings out the best performance in people.	2.75
8. I encourage people to think strategically.	2.62
57. I maintain my level of commitment once a decision is made.	2.62
48. I effectively match the right people with the right jobs.	2.50

YOUR IMPROVEMENT AREAS

This section gives you a snapshot of the five areas with the lowest average scores (from lowest to highest) from all your raters combined.

Questions Relating to Areas of Improvement	Average
36. I am effective at managing conflicts.	1.00
2. I encourage others to make a difference -- at work, at home, and in their community	1.12
1. I inspire and motivate others to improve themselves.	1.25
51. I face challenging situations with confidence.	1.25
5. I am effective at getting others to think about the big picture of our organization.	1.38

YOUR BLIND SPOTS

This section gives you a snapshot of the 5 areas with the greatest difference between your scores and the average scores from all your raters combined. A + sign means you scored yourself lower than the raters (this is good!). A - sign means you scored yourself higher than the raters (this is not so good).

Questions Relating to Blind Spots	Average
36. I am effective at managing conflicts.	-3.00
40. I am highly accessible to others and maintain an open door attitude.	+2.88
8. I encourage people to think strategically.	+2.62
41. I teach others to use authority wisely.	-2.62
55. I accept full responsibility and accountability for my actions.	-2.62

Questions	Category	# of responses	Average within category
A leader has a mission that matters			
1. I inspire and motivate others to improve themselves.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	2.00 0.00 3.00 1.50 0.50 -0.75
2. I encourage others to make a difference -- at work, at home, and in their community	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	1.00 1.00 1.50 1.00 1.00 0.12
3. I lead by example and act as a role model for others.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	2.00 1.50 2.50 2.50 2.00 0.12
4. I am considered to be a visionary forward thinking person.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	1.00 1.50 2.50 1.00 2.00 0.75
A leader is a big thinker			
5. I am effective at getting others to think about the big picture of our organization.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	3.00 1.50 3.50 0.00 0.50 -1.62
6. I am willing to challenge traditional assumptions in order to improve things.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	2.00 0.00 1.50 2.50 1.50 -0.62
7. I communicate the big picture effectively by using vivid, positive language.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	4.00 2.50 0.00 1.50 2.50 -2.38
8. I encourage people to think strategically.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	0.00 3.00 1.00 3.00 3.50 2.62
A leader has ethics			
9. I demonstrate fairness and honesty in my interactions with others.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	1.00 3.50 2.00 3.00 0.50 1.25

10. I consistently make ethical decisions rather than the popular, profitable, or practical thing.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	2.00 1.50 1.50 3.00 2.00 0.00
11. I praise ethical behavior.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	1.00 3.50 1.50 2.00 2.50 1.38
12. I consistently let others know that they should strongly discourage unethical behavior.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	3.00 2.50 2.50 0.50 2.50 -1.00

A leader masters change

13. I show others how change can be an opportunity to improve.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	4.00 1.50 2.50 3.50 1.00 -1.88
14. I am effective at solving challenging problems.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	2.00 2.00 2.50 1.00 1.50 -0.25
15. I prompt others to ask "what if" questions when faced with new challenges.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	1.00 1.50 3.50 1.00 2.50 1.12
16. I listen carefully when team members voice their concerns and fears about change.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	1.00 3.00 0.50 3.50 2.50 1.38
17. I have a consistent track record for developing people.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	3.00 4.00 0.50 0.50 4.00 -0.75

A leader shows sensitivity and empathy

18. I show others how change can be an opportunity to improve.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	0.00 2.50 2.00 1.50 1.50 1.88
19. I value diversity, and treat colleagues from all backgrounds with respect.	Self Subordinates Peers Boss Others	1 2 2 2 2	2.00 1.00 0.00 3.50 3.50

		Variance		0.00
20. I demonstrate the behavior that everyone should respect the values and needs of their coworkers.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	2.00 2.00 2.00 2.50 3.00 0.38	
21. I give constructive feedback when interacting with my team.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	4.00 1.50 2.00 3.50 2.50 -1.62	

A leader is a risk taker

22. I accept the criticism that often comes with taking risks.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	2.00 2.00 2.00 0.50 1.00 -0.62	
23. I encourage others to take risks as a way to improve performance.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	3.00 1.00 2.00 2.00 2.00 -1.25	
24. I praise those who are able and willing to take risks.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	3.00 2.00 1.00 2.50 2.50 -1.00	
25. I help others see the potential pros & cons (assets & liabilities) of taking risks.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	1.00 1.50 2.50 3.00 2.50 1.38	

A leader is a decision maker

26. I am an effective decision maker.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	2.00 2.50 2.00 2.50 2.00 0.25	
27. I consider how my decisions will affect others.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	1.00 2.00 2.00 1.50 1.50 0.75	
28. I review the accuracy of information before I make decisions.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	0.00 4.00 1.50 1.00 2.00 2.12	
29. Once decisions are finalized, I stand behind the results, good or bad.	Self Subordinates Peers Boss	1 2 2 2	2.00 0.50 1.50 1.50	

		Others Variance	2	2.50 -0.50
30. I am persistent in my pursuit of goals.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	3.00 2.00 1.50 1.50 2.50 -1.12	

A leader uses power wisely

31. I am a good listener.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	4.00 1.50 3.50 3.00 0.00 -2.00
32. I communicate frequently enough.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	1.00 3.00 1.50 3.00 2.00 1.38
33. I am approachable for people to communicate with.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	2.00 1.00 1.00 1.00 3.00 -0.50
34. I offer constructive feedback that brings out the best performance in people.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	3.00 3.50 2.50 3.00 2.00 -0.25
35. I communicate effectively by using language that is clear and easily understood.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	0.00 1.00 1.50 0.50 3.50 1.62
36. I am effective at managing conflicts.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	4.00 0.00 2.00 1.00 1.00 -3.00

A leader communicates effectively

37. I seek out team members with ideas and opinions that differ from my own.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	1.00 3.00 2.00 2.00 1.50 1.12
38. I don't pass the buck when problems arise, but readily accept responsibility.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	3.00 1.00 1.50 2.00 1.50 -1.50
39. I make sure coworkers are empowered to use their talents for the betterment of the	Self Subordinates Peers	1 2 2	2.00 2.00 2.00

organization.	Boss Others Variance	2 2	2.00 3.50 0.38
40. I am highly accessible to others and maintain an open door attitude.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2	0.00 2.00 3.00 4.00 2.50 2.88
41. I teach others to use authority wisely.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2	4.00 2.50 2.50 0.00 0.50 -2.62
42. I insist on a climate of mutual respect.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2	1.00 2.50 2.00 1.50 1.00 0.75
43. I am considered to be influential.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2	3.00 2.50 0.50 2.00 2.50 -1.12

A leader is a team builder

44. I demonstrate good teamwork.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2	2.00 2.00 1.00 1.50 2.50 -0.25
45. I am effective at making other people feel valued as part of a team.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2	1.00 2.50 1.50 1.00 3.00 1.00
46. I am skillful at spotting what each team member does best.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2	4.00 1.00 3.00 1.00 3.00 -2.00
47. I give people whatever authority and tools they need to achieve their desired outcomes.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2	2.00 2.50 0.50 2.50 1.50 -0.25
48. I effectively match the right people with the right jobs.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2	0.00 1.50 4.00 4.00 0.50 2.50
49. I am effective at building collaborative relationships with others.	Self Subordinates Peers Boss	1 2 2 2	0.00 3.00 1.00 1.50

	Others Variance	2	1.00 1.62
50. I am flexible with my coaching style to bring out the best performance in others.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	2.00 2.00 1.50 2.00 2.00 -0.12

A leader is courageous

51. I face challenging situations with confidence.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	1.00 1.50 1.00 0.50 2.00 0.25
52. I stand up for my beliefs and values.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	2.00 1.50 1.50 2.00 3.00 0.00
53. I encourage coworkers to resist peer and social pressure and to take a stand on issues.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	1.00 2.50 1.00 3.00 3.00 1.38
54. I applaud others who demonstrate the courage to take responsibility for their actions.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	3.00 1.50 3.00 2.50 0.50 -1.12

A leader is committed

55. I accept full responsibility and accountability for my actions.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	4.00 2.50 0.50 1.00 1.50 -2.62
56. I let others know that I am committed to their success.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	1.00 2.00 1.00 2.00 1.50 0.62
57. I maintain my level of commitment once a decision is made.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	1.00 3.50 3.00 3.00 1.00 1.62
58. I believe that my actions and behaviors are consistent with my words.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2 2	2.00 0.00 2.00 2.00 2.50 -0.38
59. I am considered to be a person who consistently gets results.	Self Subordinates Peers	1 2 2	3.00 1.50 1.00

	Boss Others Variance	2 2	4.00 2.00 -0.88
60. I am committed to developing my business knowledge and savvyness.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2	4.00 1.00 3.00 0.50 1.00 -2.62
61. I am committed to continuous learning.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2	2.00 2.50 0.50 3.00 2.50 0.12
62. I am committed to developing and mentoring others.	Self Subordinates Peers Boss Others Variance	1 2 2 2 2	2.00 2.00 2.50 1.50 1.50 -0.12

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