

# How to Balance Leader Character Dimensions

LEADER CHARACTER DIMENSION	KEY BALANCING DIMENSIONS	KEY DEVELOPMENT LEVERS	OVERUSE	UNDERUSE
<p><b>JUDGMENT</b> Plays a central role in leader character by determining what dimensions are applied in different situations</p>	<p><b>Humility:</b> prevents intellectual arrogance <b>Accountability:</b> prevents personal detachment from issues being analyzed</p>	<ul style="list-style-type: none"> <li>When faced with difficult decisions, try the age-old “pros and cons” list; think critically about the advantages and disadvantages of each option</li> <li>Be prepared to change and adapt a decision to adjust to new conditions or information</li> </ul>		
<p><b>COURAGE</b> Willingness to take risks, challenge the status quo, speak out against injustice, fail and rebound, do what’s right – even when unpopular</p>	<p><b>Temperance/Transcendence:</b> prevents recklessness and loss of perspective and purpose</p>	<ul style="list-style-type: none"> <li>Invest in activities that build resilience</li> <li>Set small goals that challenge tenacity</li> <li>Practice speeches in front of others who will provide constructive feedback</li> </ul>	<ul style="list-style-type: none"> <li>Excessive risk-taking</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with authority</li> <li>Simply doing what is asked</li> <li>Moral muteness</li> <li>Unwillingness to challenge injustice</li> </ul>
<p><b>DRIVE</b> Essential for establishing stretch goals and plans to achieve them</p>	<p><b>Humanity/Collaboration:</b> prevents compromising the well-being of others to achieve an outcome <b>Temperance:</b> guards against becoming self-serving and ego-driven <b>Integrity:</b> prevents putting own needs and desires above others, regardless of the consequences</p>	<ul style="list-style-type: none"> <li>Drive requires energy; refuel and maintain energy with sufficient sleep, good nutrition, and exercise</li> <li>When possible, aim to complete projects in advance of a deadline to reinforce a sense of urgency and to demonstrate the ability to take on more</li> <li>Do not be content with passive observation, create opportunities to do something that will benefit the organization</li> </ul>	<ul style="list-style-type: none"> <li>Hyper-competitive</li> <li>Overconfident</li> <li>Arrogant</li> </ul>	
<p><b>COLLABORATION</b> Critical for forming effective teams and cooperating with others</p>	<p><b>Integrity:</b> ensures leaders don’t lose sight of their own perspective and principles while being open-minded <b>Drive:</b> ensures decisiveness and achievement of results</p>	<ul style="list-style-type: none"> <li>Take teamwork to the next level by going beyond cooperation with others to develop a genuine appreciation for their point of view</li> <li>Actively seek out feedback from those who are willing to challenge new ideas</li> <li>Make time for deeper conversations that build stronger relationships</li> </ul>	<ul style="list-style-type: none"> <li>Inability to make decisions</li> <li>Trying to please everyone</li> </ul>	<ul style="list-style-type: none"> <li>Prefers to work independently, even when working with a group would add value</li> <li>Does not listen to – or include – others</li> </ul>
<p><b>INTEGRITY</b> Essential for honesty, authenticity, transparency, consistency</p>	<p><b>Humanity/Collaboration/ Humility:</b> offsets tendencies toward being dogmatic, rigid, and indignantly self-righteous</p>	<ul style="list-style-type: none"> <li>Do not avoid difficult or uncomfortable conversations. Instead, seek to develop candor</li> <li>Staying true to one’s self; unwilling to alter beliefs and values to fit in with a group, even if it is just for casual conversation</li> <li>Do not break promises and commitments; avoid making promises that will be difficult to keep</li> </ul>	<ul style="list-style-type: none"> <li>Rigidity of thinking</li> <li>Dogmatism</li> <li>Self-righteousness</li> </ul>	<ul style="list-style-type: none"> <li>Saying one thing, doing another</li> <li>Self- interested</li> <li>Pursuing personal gain</li> </ul>
<p><b>TEMPERANCE</b> Essential for remaining calm in stressful and ambiguous situations</p>	<p><b>Courage/Drive:</b> prevents complacency, minimizing issues, and not taking a position</p>	<ul style="list-style-type: none"> <li>Practice restraint in everyday life</li> <li>Note instances of poor vigilance and bring a greater care and attention to work</li> </ul>	<ul style="list-style-type: none"> <li>Avoids all risks</li> <li>Lacks passion</li> <li>Overly composed</li> </ul>	<ul style="list-style-type: none"> <li>Overreacts under stress</li> <li>Makes impulsive decisions driven by emotion</li> </ul>

<p><b>ACCOUNTABILITY</b> Essential for acting conscientiously and responsibly in deployment of leadership mandate and taking ownership of consequences resulting from one's actions</p>	<p><b>Humanity/Transcendence:</b> allows one to consider the implications that taking responsibility will have for others and the long term <b>Courage/Drive:</b> provides strength to exercise accountability</p>	<ul style="list-style-type: none"> <li>Consider taking responsibility for an initiative</li> <li>Deny the urge to make excuses and choose to accept responsibility instead</li> <li>Be prepared to accept the consequences of any action or decision prior to making it</li> </ul>	<ul style="list-style-type: none"> <li>Taking on too much</li> <li>Can result in burnout</li> <li>Deliberation over consequences may paralyze action</li> </ul>	<ul style="list-style-type: none"> <li>Avoiding legitimate responsibility</li> <li>Can result in negligent and reckless conduct that loses respect of others</li> </ul>
<p><b>JUSTICE</b> Ensures equitable, even-handed, socially-responsible leadership</p>	<p><b>Courage/Drive:</b> these are necessary to tackle important and challenging issues</p>	<ul style="list-style-type: none"> <li>Analyze decisions to make sure they are objective and free from personal biases</li> <li>Allow opportunities for others to voice their opinions and genuinely consider their perspectives</li> </ul>	<ul style="list-style-type: none"> <li>Black and white thinking about right and wrong, fair or unfair</li> <li>Inability to recognize and operate in grey areas</li> </ul>	<ul style="list-style-type: none"> <li>Does not treat people fairly</li> <li>Contributions of others are not appropriately recognized</li> <li>Procedures for handling situations may not be fair or applied consistently</li> <li>Preferential treatment for some</li> </ul>
<p><b>HUMILITY</b> Essential to developing followership</p>	<p><b>Courage/Drive:</b> prevents humble leaders from becoming overly passive; ensures "humility" is not actually a lack of confidence</p>	<ul style="list-style-type: none"> <li>Keep a daily or weekly gratitude journal</li> <li>Practice reflection</li> <li>Take time to recognize and leverage the strengths of teammates</li> </ul>	<ul style="list-style-type: none"> <li>Failure to recognize personal strengths</li> <li>Lack of confidence</li> </ul>	<ul style="list-style-type: none"> <li>Arrogance</li> <li>Behaves as if they know everything</li> <li>Unwillingness to hear or entertain other ideas</li> </ul>
<p><b>HUMANITY</b> Essential for learning from mistakes</p>	<p><b>Temperance:</b> brings perspective to empathy and compassion; prevents "immersion" in issues; without temperance, humanity can be overwhelming</p>	<ul style="list-style-type: none"> <li>Engage in volunteer work to foster empathy and compassion</li> <li>Make a conscious effort to understand the perspectives of others and consider issues from multiple points of view</li> <li>Work on forgiving those who have disappointed or aggrieved</li> <li>Being patient with others; assume the best; remember that every person has a story</li> </ul>		
<p><b>TRANSCENDENCE</b> Enhances the ability to see the big picture, take a long-term perspective, and stay the course despite the temptation of short-term rewards; requires creativity and optimism</p>	<p><b>Temperance/Accountability/Humility/Collaboration:</b> ensures that transcendent leaders stay grounded, consider long-term outcomes, and effectively mobilize teams to implement plans</p>	<ul style="list-style-type: none"> <li>Try activities that inspire creativity</li> <li>Slow down; take time to appreciate beauty and excellence in the world</li> <li>Think about the activities and relationships that provide the most meaning ; reflect on how these things influence leadership style</li> </ul>	<ul style="list-style-type: none"> <li>Detached or unrealistic perspective</li> <li>Ideas do not resonate with others</li> <li>Difficulty thinking and behaving pragmatically</li> </ul>	<ul style="list-style-type: none"> <li>Narrow tactical focus; no strategic plan</li> <li>Often putting out fires</li> <li>Desire to pursue opportunities that offer immediate rewards rather than working towards long-term payoffs (i.e., delaying gratification)</li> </ul>

For more information on how to develop each character dimension, check out SIGMA's [Leader Character Development Series](#)