

How to Balance Leader Character Dimensions

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

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

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