



Guidance and Exercises on Leadership Development: Week 2

Character, Values, Caring, and Judgment for Responsible Leadership

This guidance and worksheet on leadership is described more fully in my book on *Make a Better World: A practical guide to leadership for fundraising success*, available on Amazon.

I am sharing the worksheets on leadership in six sessions with one coming to you each week. Here is the second. Complete it in the next few days before you get the next one.

This week's exercise focuses on character, values, caring, and judgment. Character is the basis, values are the demonstration, and caring is the result of responsible leadership. Judgment provides the framework. They are interrelated and are mutually reinforcing.

1. Character

What is character? The *Oxford English Dictionary's* definition of character is “the mental and moral qualities distinctive to an individual.” I add *for the good of society* to that definition because that's important for society. Character is the essence of who you are. We usually hear an individual defined as “having good character” or something like “He's a bad character.” It sums up everything about a person. Character is the foundation or essence of who you are.

Where does good character develop? It comes from examples, literature, history, myths, teaching, and family. It is about who you want to be as a person in society. As I was growing up, my father would say, “Whatever you do, do it well.” And my mother would say, “Whatever you do, do something good.”

You can define or strengthen the character you want to be by identifying models of good character and emulating them. Various internet searches list anywhere from 7 or 10 up to 50 or even 350 and 800 character traits. Well, I suggest that a meaningful definition of 5-7 essential character traits will be enough.

“Character cannot be separated from the person. To be of good character means that one's habits, actions, and emotional responses all are united and directed toward the moral and the good.” <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4434789/>

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“Good character includes traits like loyalty, honesty, courage, integrity, fortitude, and other important virtues that promote good behavior. A person with good character chooses to do the right thing because he or she believes it is the morally right to do so.”

<https://liveboldandbloom.com/10/relationships/good-character-traits>

2. Values

What are values? The important question is the direction that values move an individual – for the overall good of society or for selfish benefits, for power to promote the common good or for power to benefit a segment of society. My own values were formed early by my parents, the tenets of my faith, the books I read, and my experience in AIESEC. And it was teachings about compassion and charity, truth and justice and then being part of a family and living in a community that gave my life direction.

Values are beliefs. Values are what we hold dear, based on faith and belief. They guide us in what we must do to live the right way. Values should be at the heart of every leadership discussion, and the values need to be confirmed as being for the benefit of society.

Your core values are what you believe most deeply as the fundamentals that guide you in everything you do and say and influence your activities and relations with others. Values are enduring and are the basis of your behavior. Values are not negotiable, but at times they may need to be confirmed or clarified or in some cases updated. Here are four options for addressing values:

1. Values identification is essential if you do not have a clear statement of your core values. Identifying them clearly will give you a clear path for your behavior and your future.
2. Values update may be appropriate to consider if you are considering substantial changes in your leadership vision and plan of action or of your career directions.
3. Values clarification would be appropriate to explore your current values and consider why you believe in these particular values and what that implies.
4. Values confirmation is worthwhile even you already have a clear understanding of your values.

The Global AIESEC Leadership Initiative is a leadership model designed to activate AIESEC alumni as leaders for a better world. It is based on the Leadership Development Model for AIESEC youth. See <https://aiesec.org/>. For the Alumni Leadership <https://aiesec-alumni.org/>.

The AIESEC youth leadership model develops youth to be “world citizens who lead as catalysts, believe in their abilities, and take responsibility for a better world.” The Global AIESEC Alumni Initiative offers insight for everyone in a nonprofit organization. It states you should:

- **Be self-aware** – Understand and live personal values, focus on strengths over weaknesses, and explore your passions.

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- **Be solution oriented** – Adapt and show reliance in the face of challenges, transmit positivity to move forward through uncertainty, and take risks when needed.
- **Empower others** – Communicate effectively in diverse environments, develop and empower others, and engage with others to achieve a bigger purpose.

And to do so through two essential processes:

- **The inner journey** – Set personal goals, reflect on your experience, understand your personal values, and reinvent yourself.
- **The outer journey** – Pursue individual responsibility and goals, take on a challenging role in the environment, interact with multiple stakeholders, and support the system.

Developing leadership for a better world is based on six AIESEC values, which you can readily apply as you develop your own leadership capabilities:

1. **Activating leadership** – Lead by example and inspire leadership through action and results, taking full responsibility for developing others.
2. **Demonstrating integrity** – Be consistent and transparent in your decisions and actions. Fulfill your commitments and conduct yourself in a way that is true to your organization's vision.
3. **Living diversity** – Seek to learn from different ways of life and opinions represented in our multicultural environment. Respect and actively encourage the contribution of every individual.
4. **Enjoying participation** – Create dynamic and welcoming environments that stimulate active and enthusiastic participation.
5. **Striving for excellence** – Aim to deliver the highest quality performance in everything you do. Through creativity and innovation, seek to continuously improve.
6. **Acting sustainably** – Act in a way that is sustainable for your organization and society. Make decisions that take into account the needs of future generations.

3. Caring

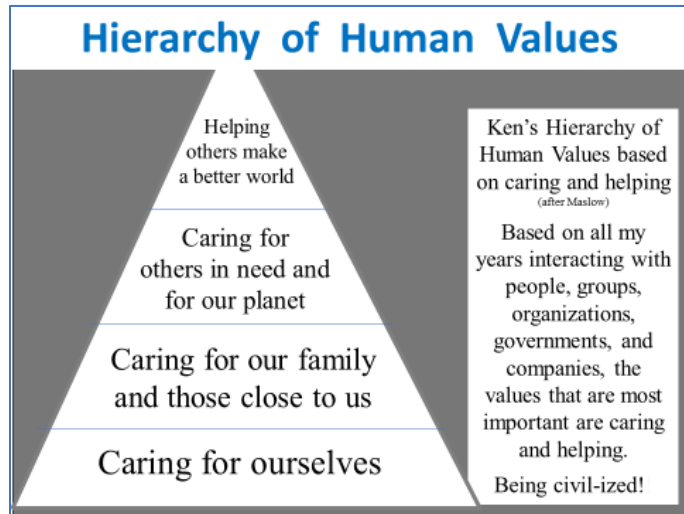
Caring matters. It is expressed in what we actually do. As I describe in my book, my hierarchy of human values is a simple pyramid based on my years of interactions and observations of a wide variety of people, groups, and organizations. I ask myself, “What are the values for humanity? For civilization?” My answer is, “Caring and helping.”

So my values hierarchy has four layers: Caring for ourselves is the first and essential level. Caring for our family and those close to us is the second level. Caring for others in need and for our planet is higher in the hierarchy at the third level. Helping others make a better world is the highest level, which is the ultimate goal of encouraging others to care for others in need and for

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the planet. This pyramid shows four increasing levels of caring and helping. People at the top are the real change agents in our world.

And the wonderful thing is: *people do care*. According to a study noted in the August 2019 periodical, *The American Psychologist*, researchers at the University of Copenhagen have concluded that, contrary to popular belief, people will help a stranger in distress. Many people believe that bystanders generally fail to respond when they see someone in trouble. However, the research finds that people *do* respond. People *do care*!



4. Judgment matters

Judgment is an important characteristic of leadership and management. Judgment is different from decision-making. Decision-making is choosing a course of action, perhaps selecting option A or option B based on data and analysis. Judgment is the soft side of decision-making – determining the right time for the decision, making sure the right people are involved, assessing their character, knowing how to decide, knowing what is missing, even knowing when not to decide.

Your judgment is influenced by a variety of sources such as your innate intelligence, your emotional intelligence, your life experience, how you were raised, your workplace traditions and culture, and the environment and people around you. Good judgment involves knowing when to take a risk or knowing when the risk is too big to take.

Bad influences on judgment are weak values, groupthink, and your own ego. Bad judgments are made as result of faulty or incomplete analysis, giving preference to one set of data and ignoring the rest, letting your personal preference override data, and having a limited number of alternatives to make a good decision. Bad judgment comes especially when seeking advice from those who have a hidden agenda, relying on others who see things the same way as you do, and resisting getting other feedback from other perspectives.

The objective of this exercise is to ground everything you do in good character, help clarify or confirm your values, reinforce the importance of helping and caring for others, and frame it all in good judgment for you as a responsible leader.

Worksheet II: Character, Values, Caring, and Judgment for Responsible Leadership

Name _____ Date _____ Mentor _____

Be guided by character and values, but don't worry too much whether a certain term or phrase should be in your character statement or your values statement. When you complete the exercise in this section, you should come back to review everything and feel free to adjust or move items from one place to another.

Overall, the final results should be a foundation of your essential good character, then a level on top of that of your values that you guide you in all you do, with caring and helping at the top, all within a framework of good judgment. That is what makes your leadership responsible.

What kind of character do you want to be seen as having? What terms define the essence of who you are? Your foundation?

Objective 1: Identify and Reinforce the Components of Your Character

<p>1. List and briefly describe the 5-7 most important terms that describe your character.</p> <p>a.</p> <p>b.</p> <p>c.</p> <p>d.</p> <p>e.</p> <p>f.</p> <p>g.</p>
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2. Write a sentence for each about how you will build your character.

a.

b.

c.

d.

e.

f.

g.

3. Write a sentence for each about how you will demonstrate them to others.

a.

b.

c.

d.

e.

f.

g.

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Objective 2: Identify Your Personal Core Values

“What are my core values as a leader?” “Why do I believe these are my most important values?”

“Does my behavior reflect my values?” “Do I confirm, clarify, update or identify my values?”

List your 5-7 core values with a sentence for each about why they are important to you.
1.
2.
3.
4.
5.
6.
7.

Objective 3: Identify the Extent of Your Caring and Helping

In family, neighborhood, work, donating, volunteering, and life, why caring and helping important? How do you express your caring and helping?

List why caring and helping are important to you and how you express it in who you are.
In my family
In my neighborhood
In my work
In my donating
In my volunteering
In my life

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Objective 4: Draft Your Statement of Responsible Leadership

How do you lead others in your organization, department, team, group or meeting?

My definition of responsible leadership is:

The way I want to lead others responsibly is:

For more information, see my book *Make a Better World: A practical guide to leadership for fundraising success. Raise more money and have greater impact through strategy, teamwork, and stepping up.*

Finally, look back on everything you have written in this exercise and reflect on it. Then come back to in a day or two and make any changes you think are needed.

Thank you very much for your attention and time, your dedication and hard work. It will be well worth your effort.

Ken