# Be a Leader: Develop a Leader

Case Western Reserve University, Cleveland OH USA

Instructor:
Dr. Richard Boyatzis
Dr. Diana Bilimoria
Dr. Ellen VanOosten
Dr. Melvin Smith
Dr. Ronald Fry

Your Name:



# IDEAL SELF BOOKLET

## My Life in the Year 20__

Project yourself into the future. It is fifteen years from today. Picture what you most hope your life and work will be on that day.

In 20__ I am __ years old.

If I am working, my work is best described as……

My major work responsibilities are……

The people I will see or talk to today include….

The people with whom I live and socialize are…..

My most important possessions are…

If someone were describing me to a friend today, they would say that I am…

When I have some free time, I spend it…

My leisure or fun activities in a typical week include …

At least once a year, I try to…

## The Lottery: If I Could, I Would…

You've just won the super lotter and received 50 million dollars or the equivalent in your county after tax. How would your life and work change?

## My Legacy

**What do you want your legacy in life to be?** In other words, what will remain or continue as a result of your having lived and worked all these years?

# My Values

## Beliefs, Principles, and Personal Characteristics That Guide My Life

Below is a list of values, beliefs, or personal characteristics for your consideration. Each of the steps in this process will help you identify which are most important to you and which are guiding principles in your life. It is difficult to choose, of course, because many of these values and characteristics will be at least somewhat important to you. It is also hard to choose because you might find yourself thinking, "I should value X and put it first on my list," even though it really isn't. So, force yourself to choose, and choose based on your true feelings, not the "shoulds" in life.

You might find it useful to determine degrees of importance by imagining how you would feel if you were forced to give up believing in or acting on a particular value, belief, or personal characteristic. Or, think about how you would feel if your life really revolved around certain values, beliefs, or characteristics. How would this make you feel? Sometimes, you might find it helpful to consider two values at a time, asking yourself about the relative importance of one over the other.

1. Start by circling the fifteen or so values that are most important to you.
2. Then, from this list, identify the ten that are the most important to you and write them in a list.
3. From this list of ten, circle the five that are the most important to you.

## List of Values, Beliefs, or Desirable Personal Characteristics

| | | | |
|---|---|---|---|
| Accomplishment | Control | Independence | Reliable |
| Achievement | Cooperation | Improving society | Religion |
| Adventure | Courageous | Innovative | Respectful |
| Affection | Courteous | Integrity | Responsible |
| Affectionate | Creativity | Intellectual | Restrained |
| Affiliation | Dependable | Involvement | Salvation |
| Ambitious | Disciplined | Imagination | Self-controlled |
| Assisting others | Economic security | Joy | Self-reliance |
| Authority | Effective | Leisurely | Self-respect |
| Autonomy | Equality | Logical | Sincerity |
| Beauty | Excitement | Love | Spirituality |
| Belonging | Fame | Loving | Stability |
| Broad-minded | Family happiness | Mature love | Status |
| Caring | Family security | National security | Success |
| Challenge | Forgiving | Nature | Symbolic |
| Cheerful | Free choice | Obedient | Taking risks |
| Clean | Freedom | Order | Teamwork |
| Comfortable life | Friendship | Peace | Tidy |
| Companionship | Fun | Personal development | Tender |
| Compassion | Genuineness | Pleasure | Tranquility |
| Competent | Happiness | Polite | Wealth |
| Competitiveness | Health | Power | Winning |
| Contribution to others | Helpfulness | Pride | Wisdom |
| Conformity | Honesty | Rational | Others: |
| Contentedness | Hope | Recognition | |

## My Ten Most Important Values

| | |
|---|---|
| 1. | 6. |
| 2. | 7. |
| 3. | 8. |
| 4. | 9. |
| 5. | 10. |

Finally, rank each of your five most important values, beliefs, or characteristics, with “1” being the most important value to you, to “5” being the least important of these five important values.

1._____
2._____
3._____
4._____
5._____

# Philosophical Orientation Questionnaire

## How I Enact My Values

This instrument includes twenty sets of choices. For each of the twenty items, consider the choices given and indicate your current preference within each item by giving each a score of 1, 2, or 3.

The option ranked "1" should be your first choice; the option ranked "2" should be your second choice; and the option ranked "3" should be your last choice. Some of the choices have multiple parts, separated by "*or.*" For these, select the part of the choice you like, underline it, and assign the rank for that item while disregarding other parts of the item.

1. **I think of my value, or worth, in terms of**
    - **a.** __ My relationships (e.g., family, friends)
    - **b.** __ My ideas or ability to invent new concepts *or* ability to analyze things
    - **c.** __ My financial net worth or income
2. **I feel most proud of organizations to which I belong when they**
    - **a.** __ Have created new products/services
    - **b.** __ Create financial worth for individuals (regardless of whether the people are employees, investors, or partners) *or* create jobs
    - **c.** __ Have helped people live easier and healthier lives
3. **When someone asks me to commit to spending time on a project, I ask myself**
    - **a.** __ What can I learn from doing it?
    - **b.** __ Will it help someone, or is someone counting on me to do it?
    - **c.** __ Is it worth it to me?
4. **Sometimes I will do something for no other reason than because**
    - **a.** __ I want to figure out why something works the way it does
    - **b.** __ It has to be done in order to do something else *or* get something I want
    - **c.** __ It will allow me to be with a person I care about *or* it would please someone I care about

5. **The way I can best contribute to others' lives is to**
    a. __Help them find jobs *or* develop financial security and independence
    b. __Help them develop principles with which to guide their lives
    c. __Help them build relationships with others or me *or* help them feel better about themselves
6. **I get the most done when I am with someone I would describe as**
    a. __ Pragmatic
    b. __Caring
    c. __Analytic
7. **I consider contribution to society in terms of**
    a. __Ideas, concepts, or products
    b. __Money
    c. __People and relationships
8. **I define myself in terms of**
    a. __What I accomplish *or* what I do (i.e., my activity/behavior)
    b. __My thoughts, values, and ideas
    c. __The people with whom I have relationships
9. **I would describe myself as**
    a. __Analytic
    b. __Caring
    c. __Pragmatic
10. **I consider the most important stakeholders of the organization for whom I work to be**
    a. __The field or industry of which we are a part
    b. __The employees
    c. __The shareholders/investors *or* the customers/clients
11. **When I read or listen to the news, I often thing about**
    a. __Whether it gives me an idea as to how to make money *or* seize an opportunity
    b. __The statement/s it makes about the nature of our society
    c. __The people in the stories (i.e., those affected by the events)
12. **I believe many of society's problems could be resolved if more people were**

**a.** __Pragmatic
**b.** __Analytic
**c.** __Caring

**13. When I have free time, I prefer to**

**a.** __Do things that need to be done (e.g., chores, duties)
**b.** __Figure out things *or* think about what, why, and how things work and are the way they are
**c.** __Spend time talking and doing things with specific other people

**14. The following are good principles to live by**

**a.** __Don't put off until tomorrow what you can do today
**b.** __Do unto others as you would have others do unto you
**c.** __To contemplate the meaning of life and events is an important activity

**15. I have the most fun, stimulation, or excitement when I am with someone whom I describe as**

**a.** __Pragmatic
**b.** __Caring
**c.** __Analytic

**16. I feel that an organization should contribute to society by**

**a.** __Providing a place for people to realize their dreams, develop, and contribute
**b.** __Creating ideas, products, or services
**c.** __Creating increased net worth (i.e., helping individuals build their net worth) *or* creating jobs

**17. People have spent a full life if they have**

**a.** __Cared for others and built relationships
**b.** __Made a lot of money *or* achieved financial security *or* created jobs
**c.** __Developed ideas, products or methods

**18. Individuals should**

**a.** __Identify their goals and then work toward them, making sacrifices when necessary for their long term goals
**b.** __Seek fulfillment through their relationships
**c.** __Understand themselves and why they do things

**19.I will feel successful if, in fifteen years, I have**

- **a.** __Written articles/books *or* taught people ideas, concepts *or* invented new concepts, ideas, products *or* have figured a number of things out
- **b.** __Known many people well *or* a number of meaningful relationships
- **c.** __A greater net worth than I do now *or* financial security and freedom

**20.My time is well spent in an activity if**

- **a.** __I make friends *or* meet interesting people
- **b.** __I get interesting ideas or observations from it
- **c.** __I can make money from the activity

**Scoring the Questionnaire**

To calculate your scores on the Philosophical Orientation Questionnaire:

1. Copy the number you placed next to each item in the questionnaire to the right of that item on the chart below.
2. Add all the items in each column for a column subtotal.
3. Subtract the subtotal of each column from 60 to obtain a score for Pragmatic Value, Intellectual Value, and Human Value. Because you ranked the most important item from each question with a "1", your scores have to be reversed and subtracted from a maximum score of 60 to generate a number for which a high score means a stronger operating philosophy.

Your highest score, after you subtract it from 60, is the operating philosophy you use most frequently in making decisions, determining the value and worth of things and activities.

| | Pragmatic Value | Intellectual Value | Human Value |
|---|---|---|---|
| **Item Numbers from Questionnaire** | 1c | 1b | 1a |
| | 2b | 2a | 2c |
| | 3c | 3a | 3b |
| | 4b | 4a | 4c |
| | 5a | 5b | 5c |
| | 6a | 6c | 6b |
| | 7b | 7a | 7c |
| | 8a | 8b | 8c |
| | 9c | 9a | 9b |
| | 10c | 10a | 10b |
| | 11a | 11b | 11c |
| | 12a | 12b | 12c |
| | 13a | 13b | 13c |
| | 14a | 14c | 14b |
| | 15a | 15c | 15b |
| | 16c | 16b | 16a |
| | 17b | 17c | 17a |
| | 18a | 18c | 18b |
| | 19c | 19a | 19b |
| | 20c | 20b | 20a |
| **Add the scores** | | | |
| **Subtract from 60 for your total** | | | |

## Interpretation of the Philosophical Orientation Questionnaire

This questionnaire is designed to assist you in exploring your preferences regarding three basic operating philosophies: Pragmatic, Intellectual, and Human. Through a mixture of these philosophies, you manifest your values. People see the worth, benefit, or goodness in ourselves, others, and organization through the lens of our dominant operating philosophy.

## Pragmatic Operating Philosophy

A Pragmatic Operating Philosophy appears to be based in philosophies of utilitarianism, pragmatism, or consequentialism. When the Pragmatic Operating Philosophy dominates, a person will tend to determine the worthiness of an activity in terms of its utility in helping achieve desired ends. When the ends or objectives are not clear, or if it is difficult to measure outcomes, the activity will be less valued by those with a high score. A note of caution: although money provides a convenient measure for many work-related outcomes, a strong Pragmatic Operating Philosophy does not imply that a person is preoccupied with financial gain. Money may merely be one measure he or she uses to value an activity. Other measures of cost versus benefit are also common but may be more subtle.

## Intellectual Operating Philosophy

An Intellectual Operating Philosophy appears to be based in a philosophy of rationalism and possibly in the abstractions of mysticism. A person whose dominant operating philosophy is intellectual will tend to determine the worthiness of an activity in terms of its conceptual contribution to understanding something. Creating a cognitive map, or a framework describing what we know about something, is at the heart of what is important to people whose dominant operating philosophy is intellectual. There is a tendency to value and use abstract and symbolic variables to understand, describe, or explore life, relationships, and activities.

## Human Operating Philosophy

A Human Operating Philosophy appears to be based in philosophies of humanism and communitarianism. With a dominant Human Operating Philosophy, a person will tend to

determine the worthiness of an activity in terms of its affect on specific other people and its impact on the quality of the relationship he or she has with specific others, intimacy and friendship – at home and at work – may be of primary importance to someone whose dominant operating philosophy is Human.

**What Do My Scores Mean?**

Everyone tends to have a dominant operating philosophy, although of course each of us believes in all three philosophies to some degree. Many people will believe one of these philosophies is more important than the others at certain points in their lives, and the relative importance of three operating philosophies may change over time.

Begin your interpretation of your responses to this questionnaire by asking yourself if the total scores reflect your personal beliefs about the relative importance or ranking of these three operating philosophies.

The gap between the various scores may reflect the strength of your preference for the operating philosophies. If any of your scores are close together, say, within three points, it could mean that you feel conflicted when making certain types of decisions. You may even fell indecisive.

This isn't necessarily the case, however, as you can see by looking at your scores another way. This time, you will plot your scores on a percentile chart. On the chart, find the point on each of the three percentile graphs to place your total score. Connect the three dots to form a line.

The raw scores and the percentile distribution are both helpful, but in different ways. The raw scores reflect how you answered each question. The percentile distribution compares your scores with those of other people who completed the questionnaire. The percentile chart is said to adjust for the distortion resulting from the social desirability or political correctness of certain answers. Since both the raw scores and the percentile graph provide slightly different information, you should analyze both for insights into your operating philosophy.

For example, suppose that after subtracting from your 60 your Pragmatic Operating Philosophy score was 12, your Intellectual Operating Philosophy score was 24, and your Human Operating Philosophy score was 24. Because the raw scores of the Intellectual and Human Operating Philosophies are close, it suggests that you may feel internal conflict at times when a situation involves people you are about and issues of justice, fairness, or adherence to procedures. But when placed on the percentile chart, your percentile scores become 34 for Pragmatic, 82 for Intellectual, and 43 for Human. This means that when others see how you act in many situations or over time, they would see that you would more frequently try to understand situations, create models, or frameworks that explain what is going on rather than thinking about other people's feelings (the Human Operating Philosophy) or calculating the costs and benefits of one versus another option (the Pragmatic Operating Philosophy). It does not mean that you do not care about people, nor does it mean that you are not pragmatic. It is a relative weight.

## Philosophical Orientation Questionnaire

| Percentile | | Pragmatic | Intellectual | Human |
|---|---|---|---|---|
| | | 30+ | 32+ | 38+ |
| 100% | | | | |
| | 98 | 29 | 31 | 37 |
| | 96 | 28 | 30 | 35 |
| | 94 | 26 | 28 | 34 |
| | 92 | 24 | 27 | 33 |
| 90% | | 23 | 26 | 32 |
| | | 22 | 25 | |
| | | 21 | | |
| | | 20 | 24 | 31 |
| 80% | | | | 30 |
| | | 19 | 23 | |
| | | | | |
| | | 18 | 22 | |
| | | | | 29 |
| 70% | | | | |
| | | 17 | 21 | 28 |
| | | | | 27 |
| 60% | | 16 | 20 | |
| | | | | 26 |
| | | | | |
| | | 15 | | |
| 50% | | | 19 | 25 |
| | | 14 | | |
| | | | | |
| | | | 18 | 24 |
| | | 13 | | |
| 40% | | | | |
| | | | 17 | 23 |
| | | 12 | | |
| | | | | 22 |
| | | | 16 | |
| 30% | | | | |
| | | | 15 | 21 |
| | | 11 | | |
| | | | | 20 |
| | | | 14 | |
| 20% | | 10 | | 19 |
| | | | | 18 |
| | | 9 | 13 | |
| | | | | 17 |
| | | 8 | 12 | 16 |
| 10% | | 7 | 11 | 15 |
| | | | 10 | 14 |
| | | 6 | 9 | |
| | | 5 | 8 | 12 |