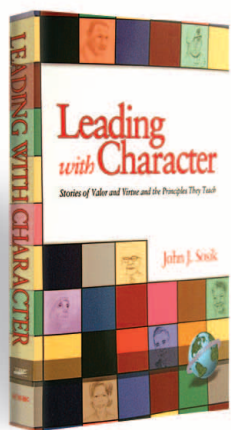




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By John J. Sosik

## Stories of Valor and Virtue and the Principles They Teach

# LEADING WITH CHARACTER

### THE SUMMARY IN BRIEF

*What kind of character strengths must leaders develop in themselves and others to create and sustain organizational growth and performance? John J. Sosik answers this question by reviewing what is known about the connection between transformational leadership and positive psychology.*

*Sosik's approach illustrates 23 principles of leading-with-character strengths and virtues, using examples from the lives of well-known individuals who personify each. Some are obvious — the courage of Dr. Martin Luther King Jr. and Rosa Parks, the humanity of Mother Teresa and the commitment of Nelson Mandela. Others are less expected — poet Maya Angelou and NFL star-turned-Army-recruit Pat Tillman. Through these latter examples, Sosik suggests that good leaders do not have to be saints, nor do they have to be elected to high office.*

*Each possesses the virtues of wisdom, courage, humanity, justice, temperance and transcendence, as well as their associated character strengths. Besides generating astonishing results for their purposes, these individuals reaped numerous physical, mental, social and spiritual benefits from their character.*

*By portraying the varied and interesting mix he has chosen, Sosik offers future leaders a means to fill what some have termed “the leadership vacuum.” This summary helps to turn the tide away from the many recent high-profile failures and ethics scandals and return focus to the positive, successful styles he describes.*

*In this summary you will learn:*

- ✓ *Why character counts and how to become an authentic transformational leader of character.*
- ✓ *How to achieve performance excellence while avoiding ethical fiascos.*
- ✓ *How to use innovation, inspiration and role modeling to develop followers in ways that bring about positive change.*
- ✓ *How to recognize and deploy the virtues and character strengths associated with authentic transformational leadership.*

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# LEADING WITH CHARACTER

by John J. Sosik

## — THE COMPLETE SUMMARY

### The Leadership Crisis

A 2005 Harvard University study of confidence in leadership found that almost two-thirds of Americans think that we are suffering from a leadership crisis. The study's respondents showed little confidence in the honesty, integrity and ethics of leaders in sectors ranging from business and religion to local, state and federal government. They also showed little faith in our leaders' knowledge, skills and capability to inspire loyalty and enthusiasm from followers.

How can this be possible given the increased prominence of leadership topics in our culture today and the proliferation of leadership training in organizations and educational institutions? One possible answer is that we are ignoring what really constitutes leadership. We may have focused too much attention on issues of style, while ignoring issues of true substance — character and virtue. ■

### Making the Case for Authentic Transformational Leadership

Leadership scholars around the world have been working to expand research on the kind of leadership that involves being ethical, positive and true to oneself. This form of leadership, called authentic leadership, proposes that a leader's character is central to the development of positive relationships with followers.

#### *A Society Looking for Answers*

In the late 1970s, political scientist James MacGregor Burns defined transformational leadership as influence that “occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality.”

Interestingly, the need for today's leaders to provide higher levels of motivation and morality in our society appears quite pressing. Consider the results of recent studies by the Gallup Organization indicating that 55 percent of the U.S. work force is not engaged or motivated by their work and another 17 percent is actively disengaged or demotivated by their work. These adverse results have been estimated to cost the U.S. economy as much as \$300 billion every year in lost productivity.

Motivation and morality are not the only issues when it comes to leadership. A variety of social problems — racism, ecological challenges and education — plague the United States and other countries. Over time, these unresolved social problems often result in widespread negativity about leadership and, if left unchecked, can result in anger and violence.

#### *Who Are Transformational Leaders?*

Transformational leaders act in ways that turn followers into leaders. By empowering their followers, they build excitement around an appealing vision that creates performance excellence in challenging economic and political times.

Research has found there are several distinctive and unique behaviors that transformational leaders display. It also indicates that you can learn to display transformational leadership behaviors to produce these powerful effects on your own people, teams and organizations.

#### *The Four I's of Transformational Leadership*

Transformational leaders display the following four behaviors:

**Idealized Influence:** Leaders display pro-social and positive behaviors to model organizational values such as high levels of ethical and performance standards.

**Inspirational Motivation:** Leaders use this behavior to energize their followers to do more than is expected.

**Intellectual Stimulation:** Leaders use this quality to

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### Making the Case for Authentic Transformational Leadership

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get followers and constituents to re-examine assumptions, seek different perspectives, look at problems in new ways and encourage nontraditional thinking.

**Individual Consideration:** Leaders use this behavior with their followers to recognize their unique potential to develop into leaders themselves. ■

For additional information on the four leadership types, go to: <http://my.summary.com>

### Virtues and Character Strengths

A recent CNN/Gallup poll reported that virtue and character strength issues represented the most important factor in determining the voting results in the 2004 presidential election. The perception by voters regarding what values each candidate stood for played a key role in the election's outcome.

Positive psychologists Christopher Peterson and Martin Seligman identified 23 character strengths, clustered within six virtues, associated with positive personal qualities and related to beneficial outcomes for individuals. Virtues are core characteristics universally valued by moral philosophers and religious thinkers as exemplars of good character.

The six virtues are wisdom and knowledge, courage, humanity, justice, temperance and transcendence. These virtues and character strengths provide the foundation for authentic transformational leadership. ■

For additional information on positive psychology, go to: <http://my.summary.com>

### Wisdom and Knowledge: Strengths for Stimulating Vision and Ideas

Authentic transformational leaders get things done in ways that exceed expectations because they possess the wisdom and knowledge needed to influence followers to act. Knowledge is the process of collecting facts, while wisdom is the process of applying the facts in an efficient and effective way to solve problems.

#### *Creativity*

Creativity is a strength that provides a solid foundation for displaying intellectual stimulation and inspirational motivation. This characteristic is also associated

with nonconformity, flexibility in perceiving and thinking, and unconventional and risk-taking behavior.

Creativity allows you and your organization to challenge the status quo, identify opportunities and may also help leaders intellectually stimulate their followers. Such was the case for Brian Wilson in 1966. He challenged the other members of the Beach Boys to move away from their formula for hit records toward the innovative and harmonious sound of their album *Pet Sounds*. Like Brian Wilson, creative leaders possess the cognitive and behavioral flexibility to produce innovative products by challenging the basic assumptions of followers. When a leader demonstrates creativity, chances are that his or her followers will model this behavior. This develops organizational cultures that value changes, and makes innovation possible.

#### *Curiosity*

Wise and knowledgeable individuals often have many interests and are open to new experiences. Curiosity has been linked to positive feelings and emotions, willingness to challenge stereotypes, and being close with people.

Former president John F. Kennedy's thirst for information on topics of interest helped him tap into his curiosity and use it to his advantage in critical leadership situations. Like JFK, transformational leaders possess a strong desire to collect information about all kinds of people, processes and things.

People who are curious challenge stereotypes and the many assumptions people commonly take for granted. They engage themselves in greater learning, are more enthralled with their work and, as a result, perform better than less curious people.

#### *Open-Mindedness*

Open-mindedness may help leaders build a collective vision that satisfies the requirements of a wide range of diverse followers. Think about the wide array of constituents who are inspired by the visionary blueprints for the future of the computer industry drawn by Bill Gates. Open-mindedness is likely to promote the display of inspirational motivation because envisioning the future requires being open to the perspectives of different stakeholders as possible avenues for achieving success. By collecting software performance information from customers, Bill Gates is including Microsoft's customers in his company's leadership system and organizational vision.

#### *Love of Learning*

Wise and knowledgeable individuals enjoy the process of learning and are motivated by the intrinsic desire to perform a task that they find enjoyable and enlightening. They enjoy methodically adding to what

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### Wisdom and Knowledge: Strengths for Stimulating Vision and Ideas

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they currently know. Love of learning helps leaders encourage the continuous improvement of their followers and organizational processes. It is an important foundation for leaders to identify new trends in the business environment and develop effective strategies for a new set of challenges.

Dr. Condoleezza Rice's education prepared her very well for an exceptional academic career at Stanford University. There she became a tenured Professor of Political Science and then served as Stanford's Provost, a top administrative position in the university. This academic setting allowed her to continue to display her love of learning as she published several books on U.S. foreign policy and also served on the boards of several major corporations and universities.

Always a firm believer of putting theory into practice, Rice then moved her career into the international affairs arena. She became President George H.W. Bush's expert on the Soviet Union and served as National Security Advisor from 2001 until 2005 when she was appointed to replace Colin Powell as Secretary of State. All of these accomplishments were made possible by Rice's never-ending quest for information, her love of learning and her wise application of knowledge to tough situations.

#### **Perspective**

Individuals who possess perspective realize larger patterns of meaning and can see into the heart of important problems. Perspective also helps leaders articulate a vision that has broad appeal of "reach" to many followers. This reach is often based on very sensory language that appeals to the emotions of followers.

For Maya Angelou, a great African-American poet, wisdom and knowledge can often be found in her writing. Her ability to inspire others, including Oprah Winfrey and Coretta Scott King, comes from her vast knowledge of what it means to be human. This knowledge does not come from formal education, but from the "school of life." Angelou's brilliance stems from her ability to see life from multiple perspectives, various domains and the many roles she has played in life. ■

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### Courage: Strengths for Weaving Moral Fiber

You might be familiar with the courage of Socrates. Standing up in an Athenian court, Socrates refused to be silenced in his tireless critique of the assumptions of ancient Greek society. In his defense, Socrates promised

only to continue his role as critic, knowing he had sealed his death sentence. He stood up for his principles and was true to himself to the bitter end.

#### **Bravery**

To be a transformational leader requires hardiness and self-confidence. For example, Dr. Martin Luther King Jr. faced death threats that shook his confidence in his ability to lead. Despite these threats, he always regained confidence in himself by deciding that he needed to carry on by "walking in faith, not in fear." Like King, leaders need to be resilient and bounce back from the many public and private setbacks they face. Brave leaders demonstrate courage by taking appropriate risks. Likewise, brave leaders are likely to understand these risks and accept the consequences of their actions.

#### **Persistence**

Courageous individuals remain industrious and persevere despite obstacles, challenges and setbacks. They take great pleasure in finishing tasks that they start. They get things done and follow through on their intentions.

Joe Namath shared a vision of winning Super Bowl III with the New York Jets. To help achieve this vision, he built up his teammates' confidence levels by working hard at practices, and acted as a positive role model by overcoming many physical injuries during his career. Namath also emphasized the importance of teamwork and showed respect for all his teammates. His actions on the field reflected the values of hard work, teamwork and appreciating people for their unique talents, skills and personal styles.

Persistence has been linked to entrepreneurial success, goal attainment, enjoyment of subsequent successes, improvement of skills, resourcefulness and self-efficacy. Yet some undertakings are truly impossible and, therefore, persistence may lead to escalated commitments and fruitlessly expended resources. Leaders need to know the difference.

#### **Integrity**

Courageous individuals act with honesty and authenticity. When a leader persistently displays idealized behavior over time, despite challenges from others, he or she demonstrates consistency among values, attitudes, beliefs and behavior.

When it comes to integrity, most people, including Dr. Martin Luther King Jr., considered Rosa Parks to personify this character strength. Born in Tuskegee, Ala., Parks grew up on a farm where she began her lifelong membership in the African Methodist Episcopal Church. What she might be known best for is her famous bus ride on Dec. 1, 1955, when she refused to move from her seat for a white man and was subsequently arrested.

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### Courage: Strengths for Weaving Moral Fiber

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She refused because of her firm convictions, strong determination, and clear belief that the bus seating law was a violation of her constitutional rights. Parks did not refuse to move from her seat because she was tired. She was simply tired of giving in.

#### Vitality

Leaders who seek to maintain a sense of integrity must value mental and physical vigor. The notion of being full of zest, enthusiasm and contagious energy is one way to explain vitality. Vitality is what author and innovation guru Tom Peters referred to as “tons of animal energy” and is an important element of what makes a successful leader.

In response to the events of Sept. 11, 2001, the Arizona Cardinals’ football star Pat Tillman turned down a \$3.6 million NFL contract and enlisted in the U.S. Army. After serving as an Army Ranger in Iraq, Tillman had the opportunity for an “early out” from the service. Instead, he chose to complete his three-year service requirement in Afghanistan, where he was killed by friendly fire in April 2004.

Although Tillman had been considered too small to play college football, he was voted PAC-10 defensive player of the year in 1996 while at Arizona State University. While at ASU, he befriended a student with Down Syndrome and graduated with a 3.84 GPA in three and a half years. Tillman never was one who could stand still; he believed that there always was another experience for him to live to the fullest.

But everything changed on Sept. 11; Tillman felt compelled to do something meaningful by serving his country. Ironically, Tillman never actively sought to be a leader. Instead, he was rather humble and unassuming. Yet his vigorous behavior exemplified charismatic leadership and his many accomplishments in life reflected the extraordinary achievements associated with such leadership. By serving as a positive role model, Tillman gained many more loyal followers after his death than some leaders today have during their life. ■

### Humanity: Strengths for Developing Others

Charles Dickens’ timeless *A Christmas Carol* illustrates the amazing moral transformation of Ebenezer Scrooge and raises important leadership issues about the role of business in society, self-knowledge, human nature and the ties that bind people together.

Humanness and genuine concern for others are not traits people are born with, but instead are learned through our experiences and self-revelation. Authentic transformational leaders do not gauge success by the money they acquire through life, but by the number of people they have positively influenced through their leadership.

#### Love

To love an individual is to be close to him or her in a caring and emotional way. Research indicates that love is linked to a variety of positive outcomes for adults, including less deterioration of trust and intimacy in the initial phases of relationships, fewer psychosomatic symptoms in response to stress, using compromise rather than destructive strategies of conflict resolution, and higher self-esteem and less depression. Together, these correlates suggest that those who show love form relationships that are enduring and satisfying.

As pope, John Paul II demonstrated what it means to be a humane leader. He was a pilgrim pope who sought out to be a bridge between peoples, traveling more than 725,000 miles while making 104 foreign trips. In essence, John Paul II was a pope for people of all ages. He was able to make a connection with people from all over the world because he understood the essence of what it means to be human: to love and be loved.

#### Kindness

Kindness has been linked to a variety of helping behaviors, including volunteerism and its correlations to mental and physical health. By showing kindness to your followers, you make a very important statement to them: They are more important than the tasks that you require of them. The tasks will always be there, but your people may not.

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### The Three Components of Love

Leaders, as humans, need to experience and demonstrate love since they work every day with human followers. Love also is an important prerequisite for leaders to provide highly committed and long-lasting coaching and mentoring efforts. Love is composed of three elements:

**Attachment** – the powerful desire to be in another’s presence, to be approved of by another and to be cared for.

**Caring** – the willingness to sacrifice oneself for the sake of the other person.

**Intimacy** – the passionate desire for physical and emotional closeness. This bonding involves agreement between leader and follower on important beliefs and guideposts for behavior.

### Humanity: Strengths for Developing Others

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Love and kindness are integral elements of the leadership of Mother Teresa of Calcutta, the Albanian nun who founded the Missionaries of Charity. At the age of 12, she joined the Sisters of Loreto and began her missionary work in India. In 1950, she started her own order of nuns, the Missionaries of Charity, whose purpose was to serve “the hungry, the naked, the homeless, the crippled, the blind, the lepers, all those people who feel unwanted, unloved, uncared for throughout society.”

Her vision to care for the poorest of the poor in Calcutta, India, expanded into a worldwide religious order and social services organization. Mother Teresa’s global work of care-giving earned her numerous awards, including the 1979 Nobel Peace Prize. After expanding her work to other countries, Mother Teresa led a global organization in 123 countries staffed by more than 4,000 sisters, 300 brothers and more than 100,00 lay volunteers by 1997.

Mother Teresa championed authentic leadership as she encouraged people to let their actions speak for them: “There should be less talk; a preaching point is not a meeting point. What do you do then? Take a broom and clean someone’s house. That says enough.”

### Social Intelligence

In order to show kindness, leaders need to understand their own feelings, and relate well and empathize with their followers. Leaders need to be intelligent enough to carry out abstract thinking about the similarities and differences among people, to realize relationships within and between people and situations, and to recognize patterns of behavior in others.

Social intelligence also includes emotional intelligence and personal intelligence:

**Emotional Intelligence:** Recognizing, understanding and controlling one’s emotions and the emotions of others. An emotionally intelligent leader uses emotional information to stimulate appropriate thinking and behavior. For example, when Shirley Chisholm, the first African-American and first woman to make a serious run for U.S. president, was presented with racial and gender slurs during her life, she showed amazing calm and conviction as she logically argued against her detractors.

**Personal Intelligence:** The knowledge of how well one performs tasks, understands one’s own thought processes, reacts to a variety of feedback, and develops a self-concept or identity that is different from others. Personal intelligence can help transformational leaders be more self-aware. ■

### Justice: Strengths for Role Modeling

If there is one virtue that people have demanded of their leaders over the ages, it is justice. Whether it is human rights, civil rights, women’s rights, religious freedom or labor privileges, we have always fought for a sense of justice to ensure the rights and obligations of all members of our society.

### Citizenship

The just individual demonstrates a sense of loyalty and social responsibility and also values teamwork. Transformational leaders often place a high value on citizenship since they sacrifice self-gain for the gain of others. When they create a sense of joint mission and ownership, transformational leaders display idealized influence that reflects a sense of citizenship.

The notion of citizenship also extends to the workplace. Some leaders, like Lawrence Babbio Jr. of Verizon, work to help the less fortunate among their co-workers. Others, like Frances Hesselbein, former CEO of Girl Scouts of the USA, build teams to improve the conditions within their own organizations. Former Governor of North Carolina James Hunt is known for his advocacy of education and excellence in schools, which has helped him create teams of educators who share a common passion for improving the future of the children in North Carolina’s public school systems.

### Fairness

Fairness has been linked to the development of a strong moral identity. Being perceived as an ethical, caring and compassionate teacher enhances a leader’s ability to coach and mentor followers. Such behavior is pro-social, altruistic and caring because it shows that the leader is interested in developing the follower to his or her full potential.

Through her successful TV talk show, Oprah Winfrey has worked to provide social support to victims of sexual abuse so they can overcome their adversity and help put the perpetrators of such crimes behind bars. This demonstrates fairness by giving balanced and equitable consideration to the legitimate rights of and caring for all members of the organization and society. ■

### Temperance: Strengths for Keeping the Ego in Check

Being able to place reasonable boundaries or limitations on personal desires and aspirations is a core virtue known as temperance. This virtue is reflected in strengths that protect against excess. Indeed, philoso-

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### Temperance: Strengths for Keeping the Ego in Check

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phers and religious thinkers have discussed notions of temperance or self-control over the centuries as important for overcoming the human tendency to become self-centered.

While delivering a graduation address at Stanford University in June 2005, Apple Computer CEO Steve Jobs spoke of the tempering effect that his bout with pancreatic cancer has had on him. In the past, Jobs was well known for possessing a big ego and a bad temper, which often drove his employees crazy. Today, his leadership is tempered with a more disciplined self-control and understanding of others.

### Forgiveness

When an individual does us harm, it is normal for us to experience a negative shift in attitude toward the transgressor. Calmness erupts into anger and resentment. Trust erodes into distrust. Leaders and followers form relationships based on mutual trust and loyalty; unfortunately they don't always follow through on their part of the deal. Leaders may fail to provide the support they promised or act in unethical ways. At the same time, followers may neglect to perform.

The problem with holding on to grudges is that they weigh heavy on our psyche and become toxic. They make us feel tense and nervous. They put us on the defensive. They sometimes put us on the offensive — when we offend not only the target of our hostility, but also others around us.

### Nelson Mandela and Forgiveness

Repairing damaged relationships requires leaders and followers to be forgiving and merciful. Throughout the late 1940s and through the early 1960s, Nelson Mandela led many of the African National Congress' (ANC) attacks against military and government targets. In 1962, he was imprisoned for his connections with the ANC and other anti-apartheid groups, which had been banned by the government of South Africa. Mandela spent 27 years in prison, where he helped provide leadership for the struggle against apartheid. On Feb. 11, 1990, he was released from prison, and in April 1994, Mandela was the first democratically elected president of South Africa. He did not seek vengeance against the former government officials who had unjustly treated him, the ANC and the black South Africans. Instead, Mandela initiated a tempered response of forgiveness and reconciliation.

### Humility

One of the things that prevents people from forgiving is their ego. Nowhere is pride more poisonous than in leadership positions. It is psychologically healthy for leaders to think good of themselves. However, too much pride or narcissism can blindsides leaders and put them on the track for career derailment. Consider the downfall of leaders at Enron and WorldCom.

In contrast, leaders like Warren Buffett, who aspire to display authentic transformational leadership, tend to be more humble and modest than narcissistic. Research on humble leaders who underestimate their display of transformational leadership indicates that they are excellent mentors and highly trusted by followers.

### Prudence

Leaders who are prudent think and care about the future of their organization. By carefully and cautiously planning for their long-term goals, these leaders are able to achieve success.

Andy Grove, co-founder of Intel, is well known for his prudent approach to leadership, which is crafted with careful planning and strategic thinking, coupled with the use of exacting mathematical decision making tools. Grove's prudence has paid off. He is widely recognized as making contributions in both the fields of systems engineering and management.

### Self-Control

Leaders who self-regulate their behaviors pay attention to the feedback followers give through verbal and nonverbal expressions. These leaders adjust their behavior to meet or reshape norms or followers' expectations by controlling their impulses and emotions.

Transformational leaders need to be aware of the impression they make while communicating with followers and others in order to sustain long-term organizational effectiveness. Scott McNealy of Sun Microsystems, Steve Jobs of Apple and Carly Fiorina formerly of Hewlett-Packard represent charismatic leaders who vary in terms of awareness of the images they present to the public, yet these leaders have produced a range of organizational outcomes. ■

### Transcendence: Strengths for Inspiring Greatness

Transcendence is a form of reaching out spiritually and psychologically in ways that rise above limitations placed on us by others or that we have placed upon ourselves. This is reflected in strengths that connect to the larger universe and provide meaning for life.

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### Transcendence: Strengths for Inspiring Greatness

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#### *Appreciation of Beauty and Excellence*

Studies suggest that individuals who appreciate beauty and excellence may experience important outcomes such as motivating self-improvement, personal change, altruistic actions and dedications to others and the community.

How do many of today's CEOs focus their business activities on an appreciation of beauty and excellence, and do this profitably? As founder and CEO of The Body Shop, Anita Roddick's 30-year-old company has 6,000 employees in 1,980 stores in 41 countries. Her advocacy of recycling and refilling containers has encouraged others to protect the environment. And her emphasis on appreciating women as they are, leveraging diversity, and valuing human rights rather than maximizing corporate profits is refreshing.

#### *Gratitude*

Transformational leaders not only appreciate the best of their work force, they are grateful for the followers who work hard each day but are not necessarily the stars of the organization. The most gracious leaders recognize and celebrate the achievements of these followers.

For example, when Fred Rogers accepted his Emmy Award for Lifetime Achievement, he made one request of the audience: "All of us have special ones who have loved us into being. Would you just take, along with me, 10 seconds to think of the people who have helped you become who you are?" By demonstrating gratitude, Rogers taught an audience of celebrities the lesson he had taught children over the years: Be grateful for what you have, who you are and where you came from.

#### *Hope*

No follower will believe in a pessimistic or self-doubting leader. Followers like to be around leaders who are optimistic because hope can be a satisfying and motivating force. It encourages leaders and followers to overcome challenges and achieve difficult missions.

When Chrysler faced possible bankruptcy in the 1970s, Lee Iacocca initiated restructuring initiatives, encouraged innovative design projects, and acquired an unprecedented loan guarantee from the U.S. Congress. These actions provided hope to Chrysler employees that eventually spurred the company's economic recovery.

#### *Humor*

Transformational leaders sometimes use humor to take the edge off of frustrating events. They like to have fun and to be around followers who are also jovial. Organizations such as Ben & Jerry's Ice Cream, Geek

Squad and others credit their success, in part, to cultures that value humor.

Besides working for top executives, humor serves as a "social lubricant" that make interactions easier in meetings. Former U.S. President Ronald Reagan used self-deprecating humor to teach his cabinet members not to take themselves too seriously. It's the same attitude that helped Reagan react with humor to being shot and to being verbally attacked by political adversaries.

#### *Spirituality*

Religion and spirituality provide meaning for transformational leaders, particularly those who face hardships and suffering while leading missions of change. Without meaning and purpose, there would be no reason for transformational leaders to endure their struggles. In addition, transformational leaders generate faith by connecting behaviors and goals to a dream or vision of a better future.

Former New York City mayor Rudolph Giuliani gained wide acclaim for his effective leadership during and after the 9/11 terrorist attacks on the World Trade Center. Giuliani relied on his faith and belief that as a leader, he couldn't do it all by himself. ■

### Reaching a Higher Level of Leadership and Prosperity

Possessing the ideals, virtues and character strengths described is a necessary, but not sufficient, condition for being an authentic transformational leader. Turn your attention from the self-development of your character to the development of character in others. This "other-orientation" is what political scientist James MacGregor Burns described when he challenged all of us to use transformational leadership to eliminate world poverty. He wrote, "While leadership is necessary ... its vital role is to create and expand the opportunities that empower people to pursue happiness for themselves." By helping others to develop character, we can help them prosper. ■

If you liked *Leading With Character*, you'll also like:

1. ***Leading with Integrity* by Alan Kolp and Peter Rea.** A discussion of seven classical virtues and modern values that encourages ethical practices and open communication.
2. ***Riding the Dragon* by Robert J. Wicks.** The author's 10-point personal-growth program will challenge the way readers deal with problems.
3. ***How Full Is Your Bucket?* by Tom Rath and Donald O. Clifton.** An exploration of how positive psychology used in everyday interactions can dramatically change lives.
4. ***Leading With the Heart* by Mike Krzyzewski.** The author transforms his experience as a basketball coach into advice for business managers.
5. ***Mastering Self-Leadership* by Christopher P. Neck & Charles C. Manz.** This research-based book explains the authors' position that you must learn to lead yourself before you can lead others.