

Characteristics of Admired Leaders Worksheet

<u>Attributes of Leadership</u>	JPJ	VT	SD	EY		Group Consensus	Research Rankings Kouzes & Posner (2010)
Rank order the attributes from most to least important 1 = most important 20 = least important							
Ambitious	17	18	20	8		17	13
Broad Minded	12	12	11	1		5	6
Caring	5	4	4	17		18	15
Competent	1	2	3	18		8	4
Co-operative	10	7	8	2		6	12
Courageous	16	17	17	3		9	14
Dependable	3	1	1	7		1	7
Determined	14	14	16	15		16	11
Fair Minded	7	5	6	4		3	9
Forward-Looking	6	9	7	5		7	2
Honest	4	8	5	6		4	1
Imaginative	15	20	13	16		14	16
Independent	20	6	19	12		13	20
Inspiring	19	15	12	19		19	3
Intelligent	11	13	10	9		11	5
Loyal	8	16	15	13		12	17
Mature	18	19	18	10		20	18
Self-Controlled	9	10	9	14		10	19
Straightforward	13	11	14	20		15	10
Supportive	2	3	2	11		2	8

Created by RRU Faculty of Management professor, Dr. Carolin Rekar Munro

Source: Data drawn from research conducted by James M. Kouzes and Barry Z. Posner, *The Leadership Challenge* (San Francisco: Jossey-Bass, 2012).

- How did your rankings compare to the research informed ones? Where do you see the differences and how might your own context inform your values?

For the most part, our rankings are very different from Kouzes & Posner (2010). We had one attribute that was close (Broad minded) but the rest of our consensus rankings were very different. For example, our ranking of inspiring (19) was very different from the research which ranked it at 3. We seem to be a group that does not see inspiration as a top attribute for leadership as individuals we find motivation internally rather than externally. Our rankings have been informed by our experiences including a fair amount of negative experience with leaders, which we as a group see as management.

- Did any of the readings shift your perspective?

After reviewing readings, we saw some attributes that we would like to see added to the list. For instance trust, self awareness and community-minded are things from the readings that we like would be good leadership attributes. (Castelli, 2015; Julien et al., 2010; Sheninger, 2019). The readings also shifted our perspective on what is “leadership”. For instance, Peter Senge, author of the Fifth Discipline defined leadership not in management terms or boss, (a role) but the spirit that activates management. (Sarder, 2015).

References

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