

A photograph of a large, white, two-story building with a central entrance featuring a portico with columns. The building has a sign above the entrance that reads "HUGONOTE KOLLEGE A.D. 1907". The sky is dark, suggesting dusk or dawn. The text "April 2021 |" is overlaid on the left side of the image.

April 2021 |

# #INTEGRITASZA MONTHLY

INSPIRE AND INNOVATE

**CIVINOVUS**  
GROUP

## **CHARACTERISTICS OF ADMIRLED LEADERS**

From the United States of America's White House to the Vatican in Vatican City, from Kampala to the Union Buildings, in Pretoria, South Africa, destructive, toxic, contaminating, unethical leadership, fuelling the global leadership crisis, is evident.

Leadership styles differ and personality types create opportunity for complex work environments. Whether you are a visionary, directing, situational, transformational, transactional or servant leader with a unique personality type, working in a managing or leadership position, it is important to note that all leaders can become toxic.

This is called the slippery slope of ethics. Triggers, stress, greed, self-gratification, constant comparison, arrogance, anger, fatigue, narcissism, not taking breaks, psychological effects or selfishness has the potential on people to become morally disengaged. From abuse, production deviance, sabotage, theft or withdrawal, counter work behaviour is a reality fuelling the global leadership crisis. Neuroscience confirms that unethical work environments not only create opportunities for unethical behaviour but also has a lasting impact on the work culture. Unethical behaviour like corruption is contagious.

The model below invites leaders to assess leadership authenticity in the leadership grid. The green space in the top right corner is what #Integritasza-movement wishes to accomplish within leadership growth. The #Integritasza-movement supports and celebrates integrity-based-leadership practices and invites all leaders to grow their leadership capacities to prevent toxic leadership levels.

		DRIVEN		Leadership levels
S E L F E S	10	Low in Leadership High in integrity	High in Leadership High in Integrity	Ethical & Authentic leaders
				Responsible leadership
	5	Low in Leadership Low in Integrity	High in Leadership Low in Integrity	Moderate leadership levels
				Toxic leaders levels
	0	5	10	
LEADER				

Scholars identified global leaders who greatly influenced global leadership perspectives over time. The leaders included Abraham Lincoln, Martin Luther King Jr., Winston Churchill, and Archbishop Desmond Tutu. The findings on commonalities and traits of ethical leadership included:

- strong convictions about laws and morals;
- steadfast dedication to crisp and clear values;
- enthusiasm for causes;
- willingness to stand up for beliefs (evil thrives when good people do nothing).

**Leading change:**

- Strong convictions about laws and morals
- Steadfast dedication to crisp and clear values
- Enthusiasm for causes
- Willingness to stand up for beliefs

Source: Kouzes & Posner (2017)

#integritas2020  
THE MOVEMENT

The Characteristics of Admired Leaders (as indicated below) invites leaders to score oneself and identify areas of growth within your leadership space. This simple test also invites leaders to celebrate their growth and strengths.

## CHARACTERISTICS OF ADMIREED LEADERS

We look for many special qualities in our leaders. Our research studies indicate that the attributes listed below account for most of the qualities we admire. Please assess your manager/leader on a 5-point scale with 1: very negative and 5: very positive.

<b>Ambitious</b> (aspiring, hard-working, striving to improve self and the company)	<b>Honest</b> (truthful, has integrity, trustworthy, has character, driven by the company's values)
<b>Broad-minded</b> (open-minded, flexible, receptive, tolerant)	<b>Imaginative</b> (creative, innovative, curious)
<b>Caring</b> (appreciative, compassionate, concerned, nurturing)	<b>Independent</b> (self-reliant, self-sufficient, self-confident)
<b>Competent</b> (capable, proficient, effective, efficient, professional)	<b>Inspiring</b> (uplifting, enthusiastic, energetic, humorous, cheerful, positive about future of the company)
<b>Dependable</b> (reliable, conscientious, responsible)	<b>Mature</b> (experience, wise, has depth)
<b>Determined</b> (dedicated, resolute, persistent, purposeful to benefit the company)	<b>Self-controlled</b> (restrained, self-disciplined, manage conflict well)
<b>Fair-Minded</b> (just, unprejudiced, objective, forgiving, willing to pardon others)	<b>Straightforward</b> (direct, candid, forthright, to the point, defend the company)
<b>Forward-Looking</b> (visionary, foresighted, concerned about the future for the company, sense of direction)	<b>Supportive</b> (helpful, offers assistance, comforting to employees)

Please give an overall assessment of your manager/leader regarding the risk he/she poses for the company with 1: high risk to 5: low risk.

Feel free to contact the #Integritasza-team and follow us on Facebook. We invite you to our annual international conference: *#Integritasza Integrity-Based Good Public and Corporate Governance Leadership* from 1 – 3 December 2021 in Wellington, Huguenote Kollege, South Africa. For more information e-mail Ulrike Hanekom at [ulrike@civinovus.co.za](mailto:ulrike@civinovus.co.za).

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Integrity starts with knowing yourself and being the best, you can be. Herewith an invitation to attend an executive professional short course.



**hugonote kollege**

Waar Christenwees grondvat in opleiding

YOU ARE, BECAUSE OF OTHER PEOPLE.

BE THE BEST YOU CAN BE.



EMOTIONAL INTELLIGENCE IS THE KEY TO BEING A STAR PERFORMER.



### School of Social Innovation

#### Mentoring and Coaching, Personal Mastery and Emotional Intelligence for Social Business

To make 2021 a year to remember, we are inviting you to join a community of mentors and coaches to promote personal mastery and emotional intelligence for social innovation and businesses.

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- **Price:** R 2900.00
- **Starting Date:** **Wednesday**, May 19<sup>th</sup> until August 31<sup>st</sup>; **apply** on or before May 14<sup>th</sup>
- **Duration:** 90 hours
- **Time Commitment:** three (3) by four (4) hours Zoom sessions from 14:30 – 18:30
- **Location:** Online

- [I'M READY](#)



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