

## Exercise: Consistency Tracker

**FOR YOUR CONSIDERATION:** Have you ever worked for a leader that was inconsistent or ‘hard to read’ in terms of what they believed in, valued, or expected from you? That situation is arguably more difficult than one in which you know or can predict what the leader will do—be it ethical or unethical. It is with that in mind that you are asked to examine your own consistency in this interpretive exercise. Consider this: if you are inconsistent or erratic in how and when you communicate your values and ethical leadership, those that work for you will not have a clear idea of what they ought to value when making decisions or taking action on your behalf.

**EXAMPLE:** Famously difficult to work with, Steve Jobs’ leadership style and expectations fluctuated wildly from day to day with moods changing unpredictably from elation to depression to anger. He was aware of his unpredictability and acknowledged it in humorous ways.

**INSTRUCTIONS:** Your consistency or inconsistency in personal values and ethical leadership sends a strong message to others in your immediate workplace and larger organization. To evaluate your overall level of consistency, identify values-based or ethical challenges, decisions, or events in the past year. Write a brief description of each event in the top row of the matrix below.

Next, go back and mark the response that best describes your overall character in response to each challenge, decision, or event. Overall, was your response questionable? Would you assess it as acceptable? Was it impeccable or beyond reproach? As you consider your answer, try putting yourself in the perspective/place of the people you interacted with. How would they have experienced your behavior?

<b>Challenge, decision, or significant event:</b>	Example: I assume things are done ethically, but am I doing enough to make sure things get done the way they should?			
<b>Select the response that best describes your character in response to the challenge, decision, or significant event identified</b>	Questionable	Questionable	Questionable	Questionable
	Acceptable	Acceptable	Acceptable	Acceptable
	Impeccable	Impeccable	Impeccable	Impeccable

Now that you have rated your character for each challenge, decision, or significant event, how consistent or inconsistent was your character?

How do you explain your consistency or lack of consistency?

What are the implications of your character being consistent or inconsistent in the eyes of those around you?