Wisdom Based Leadership Competencies

William Badger, Kathleen Bonanno,
Kenn Sullivan, and Avi Wiezel
Arizona State University
Tempe, Arizona

Peter H. Bopp
Du Pont, Retired
Santa Fe, New México

Wisdom has always been expressed in concise, easily understood and widely accepted sentences. Most wisdom statements have a historical context and reflect a hard-won insight. Not surprisingly, they often describe aspects and characteristics of exceptional leadership. This paper discusses how leadership related wisdoms were collected, presents a method to arrive at the logic behind them and to reveal, through groupings and numerical analysis, the core leadership competencies underlying those wisdoms. The wisdom sources were historical documents, statements made by seasoned construction professionals in leadership seminars, and a survey of National Academy of Construction members. The collected wisdom statements were filtered through graduate students engaged in acquiring leadership skills, members of the SLC Construction Honors Society, local industry professionals, and members of the Leadership Research Advisory Council active in Arizona State University. The filters were a technique to ensure that such a highly perceptive audience understood and accepted the wisdoms and the underlying logic. A wisdom development model was created to better understand the wisdom process. The authors make the argument that to create and improve leadership competencies in people, the logic behind the leadership based wisdoms and the related core competencies must become a recurring source of educational discussion.

Key Words: Leadership wisdom, leadership logic, and leadership education

Introduction

For many years the authors have been collecting and developing leadership wisdom statements. In courses and seminars they asked students to look for articles, papers, and sayings and collect them in personal leadership notebooks. Surveys of many types articulated, often indirectly, widely held beliefs related to leadership in construction. All of them became the source for this study, which attempts to define leadership by analyzing the most widely held wisdoms and their underlying logic.

Before entering into a description of the used methodology and the insights made possible by it, the reader must clearly understand the meaning assigned to three key words, fundamental to this study:

Wisdom
According to the Merriam dictionary it is the:
- Accumulated philosophic or scientific learning - knowledge;
- Ability to discern inner qualities and relationships - insight;
- Good sense-judgment.

The authors of this paper have further defined wisdom with the statement **"*when you see it and understand the concepts, it becomes patently obvious.*"** However, this calls for some additional

objective criteria. Wisdom is based on common sense, insight, understanding and intelligent reflection. Wisdom is timeless and recognizable. Wisdom can be expressed in a one sentence statement, may be described in one paragraph or one page and can even be presented in a cartoon. To be a widely accepted wisdom, however, it must have a link or reference to an "owner," the individual who is credited with arriving at the insight through experience and reflection.

Logic

Logic is the study of the principles and criteria of valid <u>inference</u> and <u>demonstration</u>. It requires great clarity of expression and agreement on the meaning of words. We have all experienced that sloppy or misleading use of ordinary language limits our ability to create and communicate correct reasoning. The philosopher John Locke already pointed out three centuries ago that the achievement of human knowledge is often hampered by the use of words without fixed signification. In defining logic it is useful stating what logic is not. First, logical reasoning does not arrive at absolute laws which govern the universe. Many times in the past, people concluded that, given the science of the day, something appeared logically impossible, so therefore was impossible; only to be proven otherwise based on new knowledge. Second, logic is not a set of rules which govern human behavior. Humans quite often have logically conflicting goals.

Competency

A competency is something that a person can do well and that meets and even exceeds his or her job requirements. A core competency can take various forms, including specific technical/subject matter know-how, a reliable process, and/or close relationships with customers and suppliers (Mascarenhas et al. 1998). It may also include development skills or cultural aspects such as employee dedication. If a core competency yields a long term advantage to a person or company, it is said that they impart a sustainable competitive advantage.

Literature Review

Cooper (2000) and Lucia and Lepsinger (1999) concluded that leadership competency modeling is an inexact science and that most conceptual frameworks mix functions and characteristics, have structural inconsistencies, and can be confusing to users. They provide recommendations to improve the future methods and outcomes of leadership modeling. Table 1 presents many of the traits and characteristics commonly found in leadership competency frameworks.

Table 1. *Leadership Competency Modeling*

Caring	Cooperative	Enthusiastic	Open-Minded	Risk Taking
Committed	Creative	Independent	Principled	Thinking
Communicating	Curious	Inquiring	Reflective	Tolerance
Confident	Empathetic	Integrity	Respect	Well Balanced

At first glance it appears to be a comprehensive framework for leaders. It includes values (principled, integrity), cognitive skills (inquiring, thinking), interpersonal skills (caring, enthusiastic, communicating), diversity components (tolerance, respect, empathetic), and change orientation (open-minded, risk taking). However, they recommend developing leadership competency models on a less limiting and broader base suggesting a sounder process:

1) Define leadership and establish the boundaries on what is and isn't considered in your organization a leadership framework.
2) Use a consistent representation of tasks, functions, actions and behaviors that leaders perform.
3) Clearly indicate how actions and behaviors are linked to competencies and elements. Eliminate redundancy.
4) Involve behavioral scientists as well as leaders from all levels of the organization in developing and vetting the model/framework.
5) Validate competencies through organizational results.

These investigators also point out that several frameworks they investigated were undergoing change but were not able to gather the pertinent information related to where each researcher is heading by refining, updating, or extending his/her concepts. They also learned that the Army and Navy are considering modifying their leadership frameworks and models.

Robert Greenleaf (1997) provides the picture of a leader by identifying the ten characteristics of servant leadership that can be interpreted as competencies:

Table 2. *Characteristics Servant Leader*

Awareness	Empathy	Healing	Stewardship
Building Community	Foresight	Listening	
Conceptualization	Growth of People	Persuasion	

The Wisdom Sources

No formal methodologies to generate wisdoms were found. In reflecting on how the authors developed wisdom themselves, the steps outlined in Table 3 proved to be broadly applicable.

Table 3. *Wisdom Developing Model*

Steps	Outcome	Discussion
Studying	Record Knowledge	We learn from others, from literature, from being mentored, from school, and from just thinking as we collect information.
Learning	Retain (owning)	All people have the ability to learn, but learn in different ways.
Applying	Practice (what works)	We apply what we learn while practicing it in life.
Experiencing	Adopt (believing)	We use our judgment to adopt what works for us from experiences and feedback.
Recording	The Wisdom	We capture (gather) the idea in a short statement (messages) and record them as wisdoms.
Understanding	The Logic	We understand from deductive thinking the logic behind the wisdoms.
Aligning	Core Competencies	Organizations need to identify and align the talent with the core competencies of the leadership group.

Following an old Chinese proverb that says "None of us is as smart as all of us" the researchers accumulated wisdom statements from a broad spectrum of construction relevant sources ranging

from great leaders in history, the people who most influenced the construction industry in recent decades to emerging leaders at university construction center. Relevant sources are general enough to provide high level principles, are simple to understand and can be implemented at any level.

Wisdoms from Historical Leaders

In preparing material for a graduate level leadership course in construction, relevant wisdom quotes from well known historical personalities were collected. A large number are readily accessible from many world-wide sources. Table 4 presents some of those selected as highly relevant to today's construction world, concise in their wording and so self-evident that they are easy to remember.

Table 4. *Wisdom Quotes from Historical Leaders*

Author	Wisdom Statement
John Quincy Adams	If your actions inspire others to dream more, learn more, do more and become more, you are a leader.
Warren Bennis	Leaders manage attention, meaning, trust, and themselves.
Dwight D. Eisenhower	You do not lead by hitting people over the head – that is assault, not leadership.
Ben Franklin	We are what we repeatedly do.
Thomas Jefferson	Honesty is the first chapter in the book of wisdom.
Mahatma Gandhi	We must become the change we want to see.
Robert E. Lee	I cannot trust a man to control others who cannot control himself.
Colin Powell	Leadership is the <u>art</u> of accomplishing more than the <u>science</u> of management says is possible.
Abe Lincoln	I dislike that man; I need to get to know him better.
Ronald Reagan	Surround yourself with the best people you can find, delegate authority, and don't interfere as long as the policy you've decided upon is being carried out.
Harry Truman	Leadership…..is the ability to get other people to do what they don't want to do, and like it.
Mark Twain	Twenty years from now you will be more discouraged by the things you didn't do then the ones you did do – so throw off the bowlines, sail away from the safe harbor, catch the trade winds in your sail. Explore, Dream, Discover
Lau-Tzu	True leaders are hardly known to their followers.
Lau-Tzu	Good leaders are those who people love. Poor leaders are those who people fear and despise.
Lau Tzu	Great leaders are those whose followers say – we did it ourselves.
Lau-Tzu	Effective leaders can be liked to water; they both cleanse and refresh all creatures without judgment.
Neal Donald Walsch	A true leader is not the one with the most followers, but the one who creates the most leaders.

Teddy Roosevelt	Clearly define an aim and align your resources towards achieving that aim.
George Washington	It is better to offer no excuse than a bad one.

Wisdoms from Influential and Senior Construction Leaders

Bonanno (2007) collected over the past two years more than 115 wisdoms from the 12 National Academy of Construction (NAC) members she interviewed for her MS thesis, "Profiling Executives." The NAC is an organization composed of 85 nationally recognized leaders in the Construction Industry. These senior individuals have a long history of successes, decades of experience and, in addition, have provided distinguished services to the Nation.

This original list of 115 wisdoms was run through four filters by reviewing them with:
1) 40 students in two university level leadership classes;
2) 12 members of the Sigma Lambert Chi Construction Honors Society;
3) 36 construction Project Managers, and
4) 20 members of the Del E. Webb School's Leadership Research Advisory Council.

Each group selected the top twenty wisdoms that resonated most with them. A consequence of the many intense discussions with such a variety of individuals was a rewrite of several wisdom statements to improve their clarity and subsequently their condensation into fundamental concepts to eliminate overlaps and redundancies.

Bonanno (2007) grouped the National Academy of Construction Member's wisdom statements, with the filtered reviews into 16 groups of competencies as shown in Table 5. The grouping topics closely align with competencies found in the literature. The list of 115 was thus condensed into 16 categories, or groups, containing a total of 43 "top" or most resonant wisdoms, these wisdom categories are thus transferable as competencies as they represent areas or techniques that a person can do and improve.

Table 5. *NAC Groupings of Leadership Competencies*

Accountability	Communication	Ethics	Relationships
Ambition	Diversity	Foresight	Servant Leadership
Attitude	Employee Growth	Modeling the Way	Teamwork
Change	Empowerment	Personal Growth	Leadership & Management

The Top 43 Wisdoms from the 115 NAC Wisdom List
Categorized by Competency

Accountability
1. When a mistake is made own up to it right away and find a solution.
2. Great Leaders are first to accept blame and quick to give credit.

Ambition
3. Do an outstanding job, plus one more thing.
4. Deliver more than people expect.

Attitude

5. A positive attitude is contagious. Who have you infected today?
6. Stay optimistic.

Change
7. You learn from your mistakes, so do something.
8. You grow or you go.
9. Constant challenges require constant learning.
10. Change is a fact, learn to embrace it.
11. Do not get comfortable, leadership is about taking risks.

Communication
12. Listen to people.
13. People need to know their efforts contribute to the whole.
14. The better the communication, the greater the trust.
15. Magic Words: Please, Thank you, You're welcome, Yes Sir, No Sir, No Ma'am, Yes Ma'am, Good Job, Good Question, and If you please.

Diversity
16. Recognize and accept people's differences.
17. Everyone is unique and this is OK, you cannot be somebody else.

Employee Growth
18. Training and development of employees is an investment, not an expense.
19. Our greatest successes are achieved when we develop others.

Empowerment
20. Hire the best people and get out of their way.
21. Identify people and utilize their strengths.

Ethics
22. Always do what you think is right.
23. Be succinct, honest and ethical.

Foresight
24. Study the future; it will be here sooner than you think.
25. Come up with multiple solutions because it causes you to think.

Modeling the Way
26. Great leaders are superb teachers and continuously share their wisdom.
27. Care for people, share the wealth, and give credit.

Personal Growth
28. Study people you admire and pull from them the qualities you want to emulate.
29. Take time to smell the roses, balance is the key to success.
30. Much can be learned from both good and deficient leaders as well as good and bad situations.
31. Mistakes are inevitable, learn from them.
32. You can learn a lot from others if you are willing to listen.
33. Continue to learn.

Relationships
34. Know who's on your molecule and maintain with all win-win relationships.
35. Relationships are important, make people feel valued.
36. It's about people, not things.

Servant Leadership
37. True Leaders understand they can never serve themselves until they learn to serve others.

38. I have never had an employee, I work for them.
39. Develop others.

Teamwork

40. Achieving success as a team multiplies the victory.
41. Get out on the job, pat people on the back, and tell them good job

Leadership vs. Management

42. Leadership and management are two different things and you must be successful at both.
43. You are hired for your technical skills, fired for your lack of people skills and promoted for your leadership and management skill

The last filter on the wisdoms of the construction leaders was the Leadership Research Advisory Council (LRAC). The LRAC has a very diverse and changing membership, including active leaders of highly successful nationwide corporations, senior independent leadership consultants, university faculty, and graduate construction students pursuing a masters or PhD degree. The top 14 wisdoms selected by them are shown in Table 5. The percentage of those supporting and agreeing with each statement is a strong indication of their validity and allowed, at the same time, a numerical ranking.

Table 5. *Top Wisdoms selected by the Leadership Research Advisory Council*

Percentage	Wisdom
75%	Training and development of employees is an investment not an expense.
75%	Care for people, give credit, and share the wealth.
75%	Change is a fact, learn to embrace it.
67%	Great leaders are first to accept blame and quick to give credit.
67%	Hire the best people and get out of their way.
67%	Magic Words; Thank you, You're Welcome, Please, Yes Sir, No Sir, Yes Ma'am, No Ma'am, Good Job, Good Question, and If You Please.
67%	You are hired for your technical skills; fired for your lack of people skills; and promoted for your leadership and management skills.
67%	It's about people, not things.
50%	Listen to people.
50%	The better the communication; the greater the trust.
50%	Our greatest successes are achieved when we develop others.
50%	Get out on the job, pat people on the back, and tell them "Good Job."
50%	Great leaders are superb teachers and they continuously share their wisdom.
50%	Know who's on your molecule and maintain win-win relationships.

The following wisdoms ranked somewhat lower by the LRAC members were still included in the study, being considered by the authors as outstandingly insightful:

1. **Do an outstanding job, plus one more thing.** (*Throughout the authors' careers they observed many young professionals with outstanding job performances, but the truly great ones always had one more thing going on. Getting extra degrees, taking the PE License exams, writing papers, volunteering their services, etc.*)

2. **Come up with multiple solutions because it causes you to think.** (*Plan "A" never seems to completely work and the authors always ask the young professionals, "What is*

your plan B?" Success always follows good planning and the ability to think through the alternatives. Prior preparation is the key to success.)

3. **The proper blending of leadership and management is the key to success.** (*As students start their careers, they attempt to become a technical expert in one subject matter. With additional management and leadership skills, they mature and move up the career ladder. Success follows the person who progresses with an understanding of the proper and changing balance between the three elements.*)

4. **Do not micro-manage anyone or anything.** (*One of the prime insights emerging from leadership research is that extreme micro-managing is highly counter productive in performing organizations.*)

5. **Live by the "new" Golden Rule, "treat people how they want to be treated."** (*It is now clear that the old golden rule of treating people like you want to be treated is insufficient. Today there are four different generations of people in the work environment and leaders must know their people and how they want to be treated.*)

6. **Openness encourages ethical behavior.** (*Many years of experience convinced the authors that an open budget is self-auditing. Openness with information stops rumors. If one treats all activities as if they would appear published on the front page of the newspaper, everyone will behave better.*)

7. **Never "wound" the King. If you're going to shoot him, kill him, otherwise he'll be there looking for you.** (*The boss is always the boss. Good ones or bad ones require our support. If one fights with the boss, one must always understand the consequences.*)

8. **Friends come and go, but enemies accumulate.** (*In the "who's on your molecule" analysis, the importance of relationships is clear. The authors often pose the question how many win-lose relationships can one have before the system rejects one?*

9. **Leaders believe in the laws of decency and common sense.** (*The first leadership study was about sustained niceness. As research progresses, the more it becomes obvious that keeping it simple and using common sense rank extremely high on all competency lists.*)

10. **Everyone has some good in them and leaders will find it.** (*At a recent leadership seminar, one author made the statement that leaders focus on the 70 percent of people who are trustful, ethical, and decent. One of the industry professionals stopped him after class and said that great leaders will get good out of 100 percent of the people. He was right.*)

Wisdoms from Emerging Leaders

In recent high level leadership seminars the authors asked each participant to state the most relevant wisdom that had been gleaned by participating in the session. The authors merged and

edited the submitted statements into a list of 30 wisdoms. During a following session the seminar participants rank-ordered these Leadership Wisdoms identifying as the top ten:

1. Leaders educate, give respect, and support their people.
2. Communication is the key to success.
3. The magic words are "please," "thank you," "you're welcome," "yes sir," "no sir," "yes ma'am," "no ma'am," "good question" and "good job." Be Respectful!
4. Leaders delegate and trust their employees and bring out the best in everyone.
5. Never ask more out of your people than you are willing to give of yourself.
6. Always be open and honest, openness promotes ethical behavior.
7. There is no "i" in team.
8. Great leaders are quick to accept blame and quicker to give credit.
9. Leaders share information with others and consequently receive additional knowledge.
10. Leaders set expectations and hold people accountable.

Combining All the Wisdom Lists

The several hundred wisdom statements were combined into a single list and, after eliminating overlaps and redundancies, condensed to 144 basic wisdom statements.

Each logic stipulation was now related to one or more competencies essential to comply with what the logic demanded. The whole process followed similar steps as those used in refining and filtering the wisdoms.

Extracting the Logic of the Wisdoms

Each of the final 144 wisdom statements was analyzed to deduce its underlying logic which was articulated as a leadership action, behavior or condition. Since each logic stipulation addresses only one aspect of a wisdom statement, some of them could be related to 2, or in a few cases up to 5, logic stipulations. The logic stipulations were listed alphabetically for each of the three wisdom sources eliminating duplications within that source. The logic stipulations were then divided into three groups, depending on which aspect they addressed: leadership as an activity, the leaders as individuals, or the insights expressed in them, resulting in the following picture:

I. The Logic behind the Wisdoms of Historical Leaders

Leadership:
- Applies to all employees without prejudice.
- Difficult to describe, but we know it when we see it.
- Is about pulling not pushing.
- Is about aligning talent.
- Starts with ethical behavior.
- Starts with self first.
- Requires the proper balance of leadership and management.

The Leaders:
- Are role models.
- Clearly articulate the vision.
- Create an environment of trust & confidence.
- Control there own behavior and ego.
- Delegate and develop subordinates.
- Don't control followers.
- Don't interfere.
- Don't take credit.
- Educate followers.
- Establish trust.
- Follow the golden rule.
- Give high degrees freedom.
- Give credit to followers and teams.
- Have the attention of the employees.
- Have good core values.
- Have internal discipline.
- Have positive relationships with all.
- Help people be more productive.
- Hold followers accountable.
- Keep a low profile.
- Motivate employees.
- Identify those stakeholders that they are having trouble and change their own behavior.
- Raise people's expectations.
- Respect all.
- Solve the employee's problems with little fanfare.
- Take care or his or her people.

Insights:
- What we do clearly profiles who we are.
- We can only change ourselves not others.
- We can not control others.

II. The Logic behind the Wisdoms of Influential and Senior Construction Leaders (NAC)

Leadership:
- Is about taking risk.
- Is alignment.
- Is about serving others.
- Leadership skills are self learned.

The Leaders:
- Are not workaholics.
- Are respectful.
- Correct mistakes quickly.
- Don't cover mistakes up.
- Have win-win relationships with all.
- Include employees of all levels to ensure a broad buy in.
- Have good technical, people, leadership and management skills.
- Hire the best talent and give them a high degree of freedom.
- Know their employees strengths.
- Own up to their mistakes.
- Learn from the masters.
- Listen to their conscience.
- Need to be humble to be completely successful
- Perform outstandingly daily.
- Practice moderation in all things.
- Positive attitude is passed to the employees.
- Set high standards.
- Serve others first.
- Visit with the employees, relate, and compliment.

Insights

- Always exceed the minimum requirements.
- Build your leadership style on your own personality.
- Being ethical is the right thing to do.
- Both leadership and management are needed for success.
- Change is a normal occurrence and leaders have to learn how to handle it professionally.
- Constant challenges require constant learning.
- Employees need to identify their stakeholders to evaluate and improve their relationships.
- Construction is a team effort.
- Professionals practice life long learning if they want progress.
- Pre-planning greatly improves performance.
- Leaders support the employees, give them credit for their and the team's accomplishments, and fairly distributes the rewards/profits.
- Life long learning is critical to successful performances.
- Most challenges are about people not technical issues.
- The primary role of leaders is to develop subordinate leaders.
- Stand out by doing more.
- Through diversity we get creativity.
- Think ahead and plan.
- Under-promise and over-perform.
- You learn more by listening than talking.
- We all make mistakes and need to learn from them.
- We learn on the job.

III. Logic behind the Wisdoms of Emerging Leaders

Leadership:
- Accountability within organizations improves performance.
- Communication is the key to success.
- Communication promotes understanding and builds trust.
- Credit goes to the team not to individuals.

The Leaders:
- Are good listeners.
- Are role models.
- Are ethical
- Build trust.
- Care for people.
- Delegate
- Develop employees.
- Don't play the blame game.
- Don't hoard information.
- Educate and share knowledge.
- Have clear visions and share it.
- Walk the talk.

Insights:
- Companies with trained employees are more profitable.
- Education is an investment.
- Employees want to know what is going on.
- Listening builds the respect of the speaker.
- Listening provides information and feedback.
- Many heads are better than one.
- Openness promotes ethical behavior.

- Trust is the foundation of leadership.
- Trained employees will perform better.
- Training builds self-esteem.

A few quotes from different sources revealed a negative category: what makes a poor leader.

Poor leaders:
- Micro-manage and control.
- Don't delegate.
- Are disrespectful
- Lack vision.

Creating the Competencies List

After compiling the wisdoms and extracting the logics, a comprehensive list of competencies was created from the lists gathered from the literature search (Tables 1 and 2) and the 16 groupings by Bonanno (Table 5). Eliminating redundancies left 44 identified competences. After compiling the condensed list of 44 competencies it was checked against the 144 wisdom statements to verify that every one was covered by at least one competency. During this exercise it was found that 10 additional competencies had to be articulated and added to cover the entire range of wisdoms (See Table 6 for the list of 54 competencies).

Table 6. *54 Comprehensive Leadership Competencies*

1	Accountability	19	Empathetic	37	Open-Minded
2	Ambition	20	Employee Growth	38	**Openness**
3	Attitude	21	Empowerment	39	Personal Growth
4	Awareness	22	**Encouraging**	40	Persuasion
5	Building Community	23	Enthusiastic	41	**Personal Philosophy**
6	Caring	24	Ethics	42	Principled
7	Change	25	Foresight	43	**Recognition Given**
8	Committed	26	**Give Feedback**	44	Reflective
9	Communication	27	Growth of People	45	Relationships
10	**Competence**	28	Healing	46	Respect
11	Conceptualization	29	Independent	47	Risk Taking
12	Confident	30	Inquiring	48	Servant Leadership
13	**Contrarian Thinking**	31	Integrity	49	Stewardship
14	Cooperative	32	Listening	50	Teamwork
15	Creative	33	Leadership & Management	51	Thinking
16	Curious	34	**Learning**	52	Tolerance
17	**Courteous (Nice)**	35	**Loyalty**	52	**Trust**
18	Diversity	36	Modeling the Way	54	Well Balanced

The Wisdom Based Leadership Competencies

The question that now had to be addressed was, "Which of these competencies (Table 6) are the most significant to leadership?"

Different matrices were created in Excel relating the wisdoms to the competencies and indicating where and how they appear. By adding up all the competencies for all the wisdom statements and rank-ordering them, the frequency of each competency was determined.

It became apparent that two separate sorting criteria could be used. The first was that the direct logic of a wisdom had to be ready apparent or stated in the wisdom (a low displacement of understanding) providing direct link that an emerging leaders would recognize. The second sorting criterion was implied by deductive reasoning that the logic was indirectly linked to the wisdom (a high displacement of understanding). This second comprehensive criterion seems to be used by mature and more senior leaders. This may suggest that the logic used early in a career changes as the leaders matures and understands more from his or her experiences. Consequently, the core competencies will also change during career progression.

For instance "Building Community" ranks 7 among the criteria when interpreting the wisdoms under the comprehensive criterion and only 50th when interpreting the wisdoms under the direct criterion. Hence the difference in ranking is 43. This difference was labeled the "displacement of understanding". The "displacement of understanding" is a measure of how advanced the leadership criterion is used. A low displacement of understanding means that the criterion is contained almost directly in the wisdom. A high displacement of understanding means that one has to have a deep understanding of leadership to recognize how those characteristics are derived from the wisdom.

Following are the top 10 LOW displacement of understanding characteristics (from lowest to not-so-low)

1. Diversity
2. Servant Leadership
3. Confident
4. Ambition
5. Ethics
6. Enthusiastic
7. Courteous (Nice)
8. Competence
9. Empowerment (Delegation)
10. Teamwork

These core competencies are the first traits a manager should learn to become a leader.

The top 10 HIGHEST displacement of understanding characteristics (from highest to not-so-high) are:

1. Building Community
2. Stewardship
3. Modeling the Way
4. Respect
5. Personal Growth
6. Foresight
7. Openness
8. Healing
9. Give Feedback
10. Management

One interpretation is that these are characteristics are the ones that accomplished leaders should keep in mind; otherwise they will estrange themselves from the organization (that is, become dictatorial).

Conclusion and Recommendation

Comprehending leadership wisdoms through a methodological process of conversion from simple "statements" into logical understandings into actionable competencies provides a basis for an educator to begin the development of a leadership pedagogy. Construction management programs need to educate their students in the leadership core competencies to better enable them to lead and manage the challenges of the construction industry. The authors recommend

the above 20 core competencies as a model (and the total 54 competencies as an extension) to develop a leadership curriculum.

References

Autry, James C. (2001) The Servant Leader. New York: Random House, Prima Publishing.

Bennis, Warren. (1989) On Becoming a Leader. Cambridge: Perseus Book Publishers.

Blanchard, Ken. (2000) "Leadership by the Book, Executive Excellence. Volume 17, Issue 3.

Bonanno, Kathleen (2007). Servant Leadership in Construction and Its Effect on Profitability Masters Thesis, Arizona State University, Tempe, AZ.

Butler, Colleen and Chinowsky, Paul, (2006.) "Emotional Intelligence and Leadership Behavior Construction Executives," Journal of Management in Engineering, 22, Issue 3.

Carnegie, Dale. (1936) How to Win Friends and Influence People. New York, Simon & Schuster, Inc.

Collins, Jim. (2001) Good to Great. New York: HarperCollins Publishers, Inc.

Cooper, (2000) and Lucia and Lepsinger, (1999)

"Core Competencies." Wikipedia. <http://en.wikipedia.org/wiki/Core Competencies>.

"Empathy." (1978) Def. 1b. Webster's New World Dictionary. 2nd College Ed.

Farr, John V., Walesh, Stewart G. and Forsythe, John B. (1997)   "Leadership Development for Engineering Managers," Journal of Management in Engineering, Volume 13, Issue 4.

Greenleaf, Robert K. (1977) Servant Leadership, A Journey Into the Nature of Legitimate Power & Greatness, New York: Paulist Press

Kouzes, James M. and Posner, Barry Z. (2002) The Leadership Challenge. San Francisco: Jossey-Bass

"Logic." Wikipedia. <http://en.wikipedia.org/wiki/Logic>.
Mascarenhas, B., Baveja, A., and Jamil, M. (1998) "Dynamics of Core Competencies in Leading Multinational Companies", California Management Review, vol 40, no. 4.

Stewardship." Wikipedia. <http://en.wikipedia.org/wiki/Stewardship>.

"Wisdom." Wikipedia. <http://en.wikipedia.org/wiki/Wisdom>.

Sun Tzu, The Art of War. <http://www.chinapage.com/sunzi-e.html>