



**B&H**  
CONSTRUCTION LLC

# Leadership GUIDE

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“A leader is one who knows the way,  
goes the way, and shows the way.”

*John C. Maxwell*

Leadership is a vital skill needed in our growing business and **good leadership is such a rarity today**. Competent, quality leaders of high character and integrity are desperately needed.

The goal is to give you a list of leadership principles that you can understand and apply practically to your job and your life. We wrote it in such a way that you can use it as a guide, and easily teach this to those you lead.

This guide is written in bite size thoughts so that you can use it on the job. You can take any given small section and use it as training tool. Each short topic is meant to give you a set of talking points and reminders as you, the leader, lead.

*Ronnie & Donnie*



## What Is Leadership?

A leader is someone who will choose right, act right, think right, and seek what is right so that others may follow them to what is right.

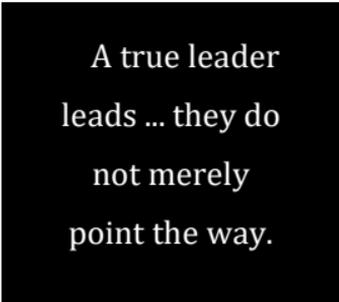
A leader is someone who will purposefully cultivates character in their own life in order to instill it into the lives of those whom they lead.

A leader is someone who understands that most of the world is not concerned about character or leading others but rather serving only their own self-interest. A leader is headed in the right direction

and does their best not only to turn others from the wrong direction but continue to lead them over the long term.

Leadership is leading people toward what is important and lasting rather than what is temporary, selfish or expedient (short cuts, cutting corners).

Of course, there are techniques, skills, and systems that leaders can use and should learn; but



A true leader  
leads ... they do  
not merely  
point the way.

leadership is primarily more about character, integrity and work ethic.

Give me a person with conviction and integrity, and most of the time they can be taught to be a leader.

Give me a self-serving, dishonest person, and though they possess the highest degree of natural leadership skill, they will never amount to anything more than someone who is climbing the ladder of worldly success while others pay the price for their ascent.

A true leader is the person not only concerned for their own success but truly invested in the success of those they lead. Leadership is not about manipulating people to serve you so that your career or goal will be furthered. Those who lead based on their own self-interests may see some short-term benefit but will never achieve long term sustained positive results.

The best leaders are those who lead and teach those they lead to be leaders as well.

# Practical Leadership

The following is a list of principles and reminders to help you be a good leader.

Each of these can be a discussion or lesson you share with those you are leading.

- Don't "manage." Lead.
- Lead by example.
- Set the standard.
- Lead by having the best work habits of anyone around you.
- Lead by being first in line to serve and show the way.
- Good "managers" are not managers, they are leaders.
- People follow leaders, not bosses.
- Be decisive and committed to your decisions.
- Decision by committee, fear, or popularity rarely works.
- Make decisions and be fully committed to them.
- Do not let popularity, rejection, or failure paralyze you; make your best judgment and take action.
- Take responsibility for a bad decision and correct it with humility.

# Perspective is Everything

Learn to see everything from both short-term and long-term perspectives.

- Long-term vision keeps you from making impulsive decisions based on pain, stress, or frivolity.
- Short-term vision allows you to remain fresh, dynamic, and quick acting; it gives you the ability to see immediate consequences and be firmly decisive.
- Perspective allows you to keep both personal and business priorities in line.
- Perspective increases your stature with those you mentor because you can simultaneously envision everything necessary to make a decision that gives leadership now (instead of procrastination), and leadership later (avoiding long-term negative effects that turn into painful lessons learned).

## Left Brain – Right Brain

Learn to balance both sides of intellect and emotion. You will manage people and deal with customers who run the entire spectrum from “cold logic” to “gut feeling.”

- You will crush the spirit and alienate those emotional followers that you lead if you have too much of an “I tell it like it is” or “because I said so” approach.
- You will not have the respect and response you need if you have too much of a “feelings first” approach or if you do not take charge when taking charge is necessary.
- Real leadership comes with consistent, determined, purposeful, and firm command, along with control that is tempered and filtered through compassion and empathy for those you lead.

## **Handling Mistakes and Valuing the Lessons Learned**

Never fear mistakes. Be decisive and take risks as long as they are done with discipline and purpose, rather than from laziness or sloppiness.

- Never fail to, or hesitate to admit and apologize for, mistakes without excuse or defense, whether to a subordinate or the boss.
- Learn to catalog and archive lessons learned for future reference. Record as many things as possible that you learn from a mistake or situation.

- While you do not fear mistakes, you also do not accept their inevitability as a rule. Develop the mindset that mistakes are to be avoided at all costs and communicate that standard to those you manage by your personal example and by your high expectations of them.
- When employees make mistakes, teach them these same things rather than simply correcting the mistake or disciplining them.

## Keep Your Personal Life Balanced

Find the balance between personal life, and the necessary sacrifice for business success.

- Learn the balance between working hard, but not letting work cause you to truly neglect family, friends, and rest.

- Learn to modify your personal activity to support your goal of being professionally successful. In other words, if something like partying or playing golf excessively is keeping you from being disciplined and reaching your career goals, you

Work hard but life  
is more than work.  
Keep yourself  
balanced personally  
and spiritually

have to decide which is more important, and either give up one or sabotage the other.

## **Allow Others Room to Grow**

As you manage people, you have to learn the balance between control and letting people do their jobs.

- Give people room and give them your trust until they prove otherwise.
- Every person considers themselves competent and capable. Learn to increase or decrease your control and management to fit where each person is at in their professional development.

## **Details Are Everything**

No matter how good you are, if you are a person who does not pay attention to details, you will not only lose credibility, you will cause yourself a lot of extra work and heartache.

- Pay attention to the details of everything you do; never assume something will get done; never put off something that could be done now.

- Learn how to keep an effective planner (paper or electronic) to help you manage the myriad details you will be facing.
- If YOU are good at details, it will encourage everyone else around you to be as well; and of course, the opposite is also true.

## **Plan Ahead, Look Ahead, Stay Ahead**

Success does not just happen, it is planned for.

- It is planned for both personally and professionally.
- The business, your job, and your life, is not “shoot from the hip” if you want them to be the best.
- Look ahead, know what is coming, have a plan.

Success does not just happen; successful leaders rarely arrive because of luck. Success comes to good leaders who are prepared, waiting for opportunity to show up.

## **Be Safety Minded**

Nothing matters if we aren't safe doing it. All work and life comes with some risk but minimizing that risk is part of good leadership in the workplace.

Care about those you lead. Care about their wellbeing, their health and their families.

Educate yourself safe practices and teach

them well to those you lead. Teach those you lead to care about those they lead or work with.

Nothing matters if we don't all go home after the work day has ended.

Nothing else matters if we all don't go home at the end of the day

## Help Those Around You Succeed

You will surround yourself with successful, loyal, and grateful team members if you personally take an interest in helping and seeing them each succeed.

- You never truly learn anything until you teach it to someone else. So much like I am teaching these things to you, you must turn around and teach the same things to those you lead.
- Remember, in the end, life is all about people and what you have invested in their lives.
- Income is a byproduct of character, integrity, hard work, and blessing. Do not worry about

income. Be concerned about people and character. The rest will fall into line.

- Do not mistake concern for people as necessarily being “friends.” Leadership in business is much like parenting. Feelings come second to doing what is best for: 1) the business, and 2) the employee.
- You lead others while being lead yourself by the principles, goals, and mission that guides the company and guides us personally.
- Being personal friends with those you lead is a tough balancing act that takes maturity and wisdom.

## **Be the Best at What You Do**

No matter what tasks or responsibilities you have, never settle for anything short of the being the very, very best at doing it.

- Anything short of that robs the company, robs your employees, and robs you personally.

## **Love to Learn**

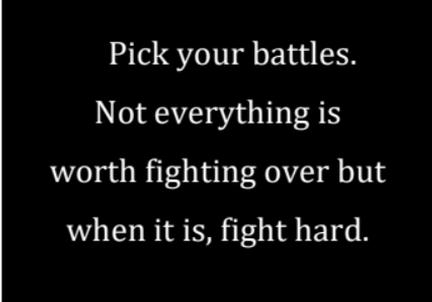
In order to be the best at what you do, you must be a passionate student of your work and career.

Continual learning fuels your creativity and passion – it keeps you fresh and current.

- Continual learning communicates to those you lead that you are a serious and dedicated leader. It sets the standard and removes the excuses from those around you who do not want to invest the effort into continual self-education.

## Don't Sweat the Small Stuff

Learn to pick your battles. Fight for what is important and learn to recognize and bypass the picky, unimportant, or superficial.



Pick your battles.  
Not everything is  
worth fighting over but  
when it is, fight hard.

- Learn which things are NOT worth your emotional, physical, and spiritual energy; save your strength for those things that are.

## Time Management - Keep the Main Things the Main Things

Do not fall prey to the “tyranny of the urgent” (the most urgent thing always gets your attention to the neglect of the important things).

We live in a world with a thousand distractions a day from texts, emails, social media, marketing, experts, news, media, etc.

Stay focused on what matters, and always start your day listing the 3-4 things that matter the most in your work and personal life.

- Live and die every day by your “Top Things That I Must Accomplish Today” list.
- Make sure that list includes your work, personal and spiritual needs.
- At the end of the day, you can be satisfied if those get done and the endless distractions did not derail you.
- Do the main things FIRST if you can. That way life won’t get away from you every day.

Learn to use technology to help you organize, prioritize and manage your time (email, calendars, reminders, etc)

# Basic Leadership Skills & Qualities

Below is a list of basic skills and qualities that leaders need to be familiar with. Each item could be an entire book or course by itself, so we present to you some simple talking points that you can use to guide your conversation with those you lead.

A good leader passes on what makes them a good leader. As you learn about these things and put them into practice, pass them on to those who you have been given to lead.

## Communication Skills

You lead in two ways: by how you act and how you communicate. Effective communication is the ability to express ideas, expectations, concerns and instruction.

Being good at communication comes with practice, education and actually doing it. It doesn't matter if you like or dislike communicating, it is a necessary skill for leaders so you must communicate continuously as a leader.

Good communication skills are a combination of:

- Competency (knowing what you are talking about)
- Articulation (the ability to say the right words the hearer can understand)
- Comprehension (a true grasp of what you say and how you think it is being received) and of course, listening.

A good leader must learn to listen to both verbal (what is said) and non-verbal (body language, expressions) communication from the person they are talking to.

Good leaders do not ask others to do what they themselves are unwilling to do.

To sum it up: do the hard work of actually knowing what you are talking about (competency), communicate it clearly and make sure they understand what you are saying (articulate) and

then listen to and watch them to make sure you have communicated effectively.

You communicate with words. You communicate with actions. You communicate by your character. You communicate through experience and.

Good communication is made even better when added to character traits such as empathy, patience and encouragement. More on those later.

## **Interpersonal Skills**

Interpersonal communication involves the face-to-face exchange of thoughts, ideas, feelings and emotions between two or more people. This includes both verbal and nonverbal elements of personal interaction.

That's a fancy way of saying HOW you talk to people and how you relate to them.

When you communicate and lead there are TWO people involved. Do you care about the other person? Are you willing to communicate and listen in a way that not only serves your goals and the company goals, but serves them as well?

- Interpersonal skills are best when we actually care... about you, about them, about the company.
- Good leaders think about, learn about and constant seek to improve their interpersonal skills. It matters.

- You cannot lead people you cannot relate to effectively.

## **Positive Attitude**

Having a positive attitude means being optimistic about situations, your work, those you lead, and

yourself. People with positive attitudes remain hopeful and see the best even in difficult situations.

Optimism sees the joy life can offer. Pessimism is a waste of life.

Followers mimic leaders. When a leader is negative, sarcastic, critical and has a bad attitude then no matter how hard they try, this is what they will instill in those they lead.

Not everyone is naturally a “positive person”. Most people have to work at it, and train themselves to be positive.

Positive people enjoy the benefits:

- You are more optimistic about work and life and good things tend to happen to optimistic people

- You are more grateful for what you have been given and grateful people tend to have even more given to them.
- You affect those around you in a good way often lifting their spirits and giving them a reason to be optimistic
- You deal with failures and stress better much like a person in good physical condition often handles sickness or injury more easily.

Here are some ways to help you be positive:

- Write down all the good things you have (life, health, breath, clothes, food, home, bed, etc).
- Do something nice for someone every day and enjoy the good feeling you get.
- Start every morning reminding yourself of what can happen if you are positive.
- Stay out of the drama, avoid gossip and criticizing others.
- Get off electronics, live life among real people.
- Don't neglect your physical condition. Eat right and exercise.
- Don't neglect your spiritual life.

## **Management Skills**

As a good leader continue to learn and improve your management skills. “Management” is the daily skill and technique needed to execute your responsibilities as a leader.

- Management skills come from business education, training from your own leaders, reading and getting counsel from those who are more experienced.
- Management skills may include how to set goals, time management, planning, delegation, organization and problem solving.

These are all necessary skills for the business leaders to do the every day practical work that is required. You learn these skills through education, mentoring and practice.

## **Social Awareness**

Regardless of our personal feelings on the culture or politics, the reality is we live in a business world where we must be aware of the social issues such as racism, discrimination, diversity, etc.

It is a topic too big for this guide but here are some practical guidelines:

- Jokes and conversation about race and sex are always inappropriate
- Discussion about politics and your opinions on social issues are best left outside work
- Questions or comments about controversial topics should not be discussed at work (such as abortion, gay rights, extremism, political candidate, immigration, etc). Restrict those conversations to your personal time.
- No matter how right (or wrong) you think you are (or one of your employees) is about a culturally hot topic, the work environment is not the right place for that conversation.
- You can't require your employees to follow these guidelines if you do not follow them.

- There is possibly no bigger issue in the workplace than diversity, and employees (more so with the leaders) must demonstrate sensitivity and awareness of other people and cultures.

### **Critical Thinking**

Critical thinking by a leader guarantees objective and efficient problem-solving. This ultimately reduces costly errors and ensuring that your organization's resources, time, equipment and money are used wisely.

Critical thinking allows you to spot errors and inconsistencies, and make the best decisions most often. It involves:

- Observation – carefully examining and evaluating a situation, process or task
- Analyzing – processing what you have observed and thoughtfully going over the details
- Solutions – determining solutions and improvements which may already be in use, or thinking creatively (“outside the box”)

## **Delegate**

Delegating is the transition from “doing” to “leading”. It is the process of identifying those who are capable of being responsible and then empowering them to do so.

- Delegating is important for a leader because they cannot do everything. Part of the reason some people are chosen for leadership is because as an employee they are personally so successful at accomplishing all their responsibilities.

As a leader, you may be tempted to continue to do everything yourself. This can come from a lack of trust in others, the inability to not be in control of everything or the desire to receive all the recognition.

The flip side is the leader who delegates too much out of laziness, carelessness or simply because they cannot say “no” to an employee who wants a responsibility they are not ready for.

- Delegating responsibilities keeps you from being overburdened and allows your employees to demonstrate their own leadership abilities.

No man will make  
a great leader who  
wants to do it all  
himself, or to get  
all the credit for  
doing it.

*Andrew Carnegie*

# Character Traits of Good Leaders

Let's look at some of the more personal aspects of being a good leader: personality, character, attitudes, etc.

No matter how talented or gifted a leader may be, if he is not primarily concerned first about character and other people, his leadership skills will be wasted on self-pursuit.

I am not afraid of an army of lions lead by sheep. I'm afraid of an army of sheep led by lions.

*Alexander the Great*

## A Leader Must Be Compassionate

A greater leader is not just about managing, organizing, decision-making and "being in charge".

A great leader understands that those they lead are people... people with a past, with needs, with hurts, with situations as well as people with skills, ambition and goals.

We never have any problem thinking about ourselves. A good leader thinks just as much about those they are leading.

## **A Leader Should Be More Humble Than Anyone They Lead**

One of the biggest problems with most teaching on leadership today is that “confidence” is often used to describe what really is a sense of self-importance and haughtiness.

Aggressiveness, arrogance, and a lack of concern is often disguised with the phrase “I’m not conceited, I’m just confident.” I’ve rarely seen anyone who uttered this phrase who wasn’t, in reality, displaying a lack of humility.

A good leader is truly humble.

- This is not a cosmetic humility that is simply another way to get people to admire you or for you to use to manipulate them.
- This is a true humility that understands that we have nothing, and are nothing, that someone else has not given us or helped us with starting with the moment God gave you life, a mother who carried you, parents who

raised you and other leaders who invested their life in you.

## **Leadership is a responsibility - not a statement about human value.**

A truly humble leader realizes that those who follow are primarily seeking the same things the leader seeks: love, acceptance, understanding, contentment, and most of all, peace.

- Whether leader or follower, humans can be boiled down to a handful of primary needs, desires, and pursuits.

## **A Leader Must Be a Servant**

The typical image of a leader today is the person who is upfront, sits in the first row, dines at the head of the table, enjoys VIP treatment, gets the best office, and generally is “first.”

This self-centered idea is the opposite of a truly good leader you want to follow.

- It does not mean a leader cannot have a nice office, or sit up front, or even enjoy the hospitality of those he leads, but it does mean that he is not leading to get those things and

that he does not primarily care about those things.

- A good leader thinks of his followers first and is willing to sacrifice getting the best for himself to give the best to them.

The best leaders serve their employees by training, mentoring, guiding, and managing them in a way that seeks their greatest good and success.

Leaders have power,  
but power is safe  
only in the hands of  
those who humble  
themselves to serve.”

*John Stott*

## **A Leader Must Cultivate Discipline in Their Own Life and the Lives of Those They Lead**

Personal discipline is a fading concept in today's world. Much of society applies its efforts for discipline in the pursuit of self-interest and self-promotion.

There is nothing wrong with the athlete, artist or businessperson who is disciplined professionally,

unless that same person neglects other discipline such as spiritual or financial.

## **A leader teaches discipline by being disciplined.**

A leader who does not discipline themselves cannot hope to have those who follow be self-disciplined. A leader teaches discipline by being disciplined.

- There are no shortcuts, no rah-rah speeches, and no training seminars that will allow a leader to be lazy and undisciplined and have followers who are not.

A major key to personal discipline is the word “daily.”

- Every single day, a good leader must work towards disciplining each area of their life.
- Taking one day at a time allows us to escape the regrets of the past and not be overwhelmed by the future.
- Daily spiritual effort, daily education, daily exercise, and daily effort are a necessity for a leader.

## **A Leader Must Be Decisive**

In a day and age where many have lost their moral compass and ethical foundation, decisiveness is both more rare and harder to accomplish.

- Being decisive often goes against the popular mood or societal norms or “the way we’ve always done it” especially if that way is not cost effective, efficient or lacks quality and integrity.
- Being decisive - especially about moral or ethical matters – quite frequently brings a leader in conflict both with those he leads and those who observe.

The great leader will be decisive in making a decision, with no fear of a popular opinion or reputation if they are convinced the decision is right.

## **A Leader Must Be Aware of and Understand the Power and Responsibility of Their Influence**

I have known people who have great leadership qualities and naturally attract people. I have also

known some of those same people who use that natural attraction and leadership gift to simply get out of people what benefits them personally.

- It is the responsibility of the leader to be aware of the effect they have on people.
- The naturally gifted leader will draw others who want to emulate them and look to them for their example.
- The charismatic leader creates a natural magnetism where others simply want to be like them.

This is a powerful gift that comes with a serious responsibility.

- The good leader must realize that their followers look to them as an example, and many of them want to be like the leader.
- The problem comes when the leader either does not care about the fact that people want to be like them or uses that fact as an opening for self-serving manipulation.

You cannot have it both ways.

- You cannot be a leader and not care about the influence you have on others.

- You cannot be a leader and claim like the famous Charles Barkley comment: “I didn’t ask to be their role model.”

If you are a leader in any capacity, you are a role model, you do influence people, and you WILL be held responsible for it.

## **A Leader Must Cultivate Selflessness**

A leader must demonstrate and cultivate selflessness.

- The leader cannot expect selflessness from those he leads if he does not demonstrate it himself or herself.
- Leaders’ choices, lifestyles, and priorities must reflect selflessness; no amount of “saying but not doing” can disguise a lack of selflessness.

## **A Leader Must Develop Discernment for Themselves and Those Who Follow**

Discernment is the ability to know what is right. Discernment is sorely lacking at all levels today.

- Discernment is the ability to see through the verbal noise, emotion, and office politics to

get to the real issues and determine what is right and what is wrong - what is truth and what is error.

## **A Leader Must Avoid Hypocrisy**

It is hard to add much more to that sentence as it is plain enough alone.

- A leader who is exposed as a hypocrite at best does damage to their effectiveness as a leader and at worst destroys it totally.
- A leader must live by the same standards he presents to those who follow.
- There is no amount of smoke and mirrors, showmanship, or tap dancing that can rescue a leader from blatant hypocrisy.

## **A Leader Must Be Firm and Fair**

A leader must be firm. They cannot be wishy-washy or wavering.

- Those who follow the leader must be sure they will not be victim to a vacillating weakling who sticks their finger in the air to find out which way the wind is blowing to determine directions or decisions.

A leader must be fair, not showing self-serving partiality or simply ignoring fairness because it is inconvenient or difficult.

A good leader will find much more receptiveness to correction and redirection when the recipient feels that the leader is fair and balanced in their judgment and in delivering both rebuke and praise.

# Leadership and Character

What is “character”?

- *The attributes or features that make up and distinguish an individual.*
- *An evaluation of a particular individual's durable moral qualities.*

~~~~~

A leader with bad character will be a bad leader. Period. Leadership is the execution of business practices... character is the motivation and attitude of the leader.

Character is the real you. It's the YOU staring back first thing in the morning that hasn't shaved or put on makeup. It's the person you are when there is no one around but you.

There are three versions of you:

1. who you think everyone thinks “you” are
2. who you really think “you” secretly are
3. who “you” actually are

Character shapes the reality of all those versions of you. Bad character will result in a very different version of all three of those while good character means a consistent version of those three.

- Individual characteristics matter to us as much as the individual ingredients matter to a great recipe.
- No one ingredient by itself is fulfilling or complete.
- It is only when we mix all of those ingredients together and see the final product that we understand how they all blend and work together.

It is the same way with human character.

- The totality of our good and bad characteristics, thoroughly blended in the mixing bowl of life, decides whether or not we end up being a gourmet meal, junk food, or something inedible.

Developing a good character does not come by default. Like all things in life, if we simply neglect the cultivation of a good character it is not going to happen; or worse, the bad character traits will dominate.

What's more, it takes more than just a generic desire to have a good character.

- You must educate yourself and be aware of what good character traits are and how they are cultivated and grown.

### **When You Squeeze a Lemon You Get Lemon Juice**

- Character is what motivates you from the inside out.
- Character seeks the highest standards of behavior in every situation whether private or public.
- Character determines our default responses to the circumstances of daily life.
- Character is revealed when the pressure is on.

Let me expand on that last point. When you squeeze a lemon, you will get lemon juice.

- Pressure and stress in our life will squeeze out what is really inside of us.
- Good character will ensure that when the pressure is on we will not transform into an ugly version of ourselves.

The word “character” implies an explicit or specific image of ourselves. It is the exact representation of the true you from the inside out.

- Good character ensures that we are not living a hypocritical double life where we act one way when people are watching but another when they are not.

As you read through this guide and encounter each character trait, think about people that you know who possess that trait and tie them to the definition of it to help you remember it.

Ask yourself and those you are training the questions that follow. The more you (and your employees) emotionally engage you with each concept, the more you will remember them and be aware of them as you live your daily life.

## **Accountability**

- *The obligation or willingness to accept responsibility (or to account) for one’s actions.*
- *Answerability; blameworthiness, liability, and the expectation of account-giving.*
- *Considering carefully, and being open to challenge in relation to, one’s choices.*

~ ~ ~ ~ ~

Lack of accountability is one of the primary traits of a person with a bad character. They don't want to be told what to do and they don't want anyone knowing what they do or holding them to any kind of standard.

Accountability flies in the face of a culture that elevates personal rights and instant self-gratification. Accountability is the opposite of "I'll do whatever I want, whenever I want, and it's none of your stinking business."

Embracing and utilizing accountability helps us to be disciplined, avoid doing what is wrong, and takes advantage of the strength and positive peer pressure available to us in good friendships.

**Ask yourself:** Do I have anyone I'm accountable to? Do I consider myself answerable to anyone about my life and behavior and choices?

## **Adaptable**

- *Able to change or be changed in order to fit or work better in some situation or for some purpose.*

~ ~ ~ ~ ~

Stuck in your ways. That's the way we've always done it. I've been doing it this way for too long to change now.

That is the opposite of being adaptable. The adaptable person does not mind positive and beneficial change. They look for ways to work better, to live better, and to do things that help build even greater character and influence in their life and those around them.

The adaptable person accepts change where change results in a greater good, and actively cultivates the ability to change anything in their life when an opportunity to improve or grow presents itself.

**Ask yourself:** Are you known as someone who is stuck in their ways? Are you the first to gripe and complain when presented with change? Do you actively seek out change when it result in stronger or better character?

# Benevolence

- *The inclination or tendency to help or do good to others; charity.*
- *Acts of kindness.*

~ ~ ~ ~ ~

The benevolent person is not only willing to be kind to others, they actively seek out opportunities to engage in specific and thoughtful acts of kindness.

Benevolence is a mindset of the kind person, who by habit and practice, is actively evaluating each moment and situation to see if there is an opportunity to be kind to others.

Benevolence is a mindset, an attitude, and a way of life that we can cultivate. The benevolent person's default reaction to the situation is to think of the kind and caring response.

You will find that benevolence feeds upon itself. The more benevolent you are, the more your sensitivity and willingness to be kind is heightened. You become more creative in your

ways to show kindness to others as benevolence spurs on even greater benevolence.

**Ask yourself:** As you live your daily life, are you actively looking for ways to be kind to others?

## Community

- *A group of people having common interests.*
- *Similarity or identity: a community of interests.*
- *Sharing, participation, and fellowship.*

~ ~ ~ ~ ~

The idea of community has us realize that we do not live in a vacuum and are part of the greater good and whole of where we live and who we live amongst.

Living with a mindset of “community” helps us to care about what effect our life has our friends, coworkers, and neighbors.

Community is the mindset that what is good for me is good for those around me. It is the opposite of being selfish and not caring about or actively participating in the lives of those we see next door, walking down the street, or clocking in at work.

It is unfortunate that it seems to be the common situation today for people to be so busy and consumed in their own lives they neither know their community nor care much about it.

**Ask yourself:** Do you care about your influence on your community? Do you participate in positive and uplifting ways with your community?

## Conscientious

- *Being concerned with doing something correctly.*
- *Being very careful about doing what you are supposed to be doing.*
- *A personality trait that is defined as being thorough, careful, or vigilant; it implies a desire to do a task well.*

~ ~ ~ ~ ~

The average mindset of most people is to do things in such a way that only benefits them, and to only do just enough to get them the reward they seek - such as a paycheck or recognition.

The conscientious person does something correctly and thoroughly because it is the right thing to do.

Being conscientious implies being thoughtful, careful, and considerate about our work, life choices, and relationships. It's doing things on purpose for the right reasons.

**Ask yourself:** Are you thoughtful and careful about what you do? Are you concerned about doing things the right way as much as you are concerned about the reward?

## Contentment

- *Happiness with one's situation in life.*
- *Emotions experienced in a state of well-being.*
- *The acknowledgement and satisfaction of reaching capacity.*

~~~~~

In a culture driven by advertising and a relentless message that you never have enough, few people truly learn contentment.

Contentment is not the absence of wanting to achieve or obtain more, but rather the mindset of being happy and satisfied at any given moment with your circumstances. This is particularly important in our society where even those we call

poor have an abundance of food, clothing, and possessions.

Contentment allows us to enjoy life rather than begrudge what others have that we do not, or engage in self-pity constantly thinking we deserve more.

**Ask yourself:** Are you content with the necessities of life or do you constantly feel like you deserve more? When you receive something good, are you content with it or is your first thought about how you should have gotten something better or gotten more of it?

## Decisiveness

- *Recognizing key factors and finalizing difficult decisions.*
- *Able to make choices quickly and confidently.*

~~~~~

Decisiveness is a rare quality today in an age where self-interest and “covering your butt” is more the common practice.

Decisiveness is cultivated more easily in the midst of a good character because selfishness and a lack

of discipline are not creating a mindset of insecurity and self-preservation (which are the enemies of decisiveness).

Decisiveness is a mixture of wisdom, self-education, and confidence, born from a high level of good character which makes us secure in our ability to choose the right course of action.

As much as any character trait, decisiveness is a byproduct of many other good character traits.

**Ask yourself:** Are you decisive or paralyzed at the moment of choice? Can you make choices and decisions confidently, knowing that regardless of the result you have made your decision based on principles grounded in high character?

## Deference

- *Submission or courteous yielding to the opinion, wishes, or judgment of another.*
- *Courteous respect.*
- *A yielding or submitting to a recognized superior out of respect or reverence.*

~~~~~

Deference has become so out of style in our modern society that most people have never even heard of the word much less be able to define it.

Put simply, deference is the willful choice to put someone else ahead of yourself, to prefer them (their desires, needs, choices) over our own for unselfish reasons.

You can remember it this way: to “defer” is to “prefer” another person’s well-being and experience over your own. This is not our natural tendency as “looking out for number one” is the default mindset of humanity.

Learning deference is only achieved in one simple way: you have to practice it on purpose. Deference comes with a huge reward of satisfaction.

**Ask yourself:** Is your default attitude one of deference or preferring (what’s best for you)?

## **Diligence**

- *The ability to invest all your energy to complete the tasks assigned to you.*

- *Characterized by steady, earnest, and energetic effort.*
- *Steadfast application, the virtue of hard work.*

~~~~~

Which would you say is most common: do as little as you can to get done? Or do something as thoroughly as possible for the satisfaction of a job well done and a clear conscience?

We all work or perform tasks for personal benefit - and that's a good thing. However, if we have the mindset that we will do as little as we possibly can to receive that benefit, with no consideration to the quality or thoroughness of what we have done, then we are not practicing diligence in our life.

Diligence is the idea that doing something right, doing something to the best of our ability, and going the extra mile to make sure it is the very best we can do, is a benefit unto itself apart from whatever income or reward it may earn for us.

**Ask yourself:** Are you diligent in your work and responsibilities? Or do you do as little as possible, just enough to get your paycheck or recognition?

# Excellence

- *The state or quality of excelling or being exceptionally good; extreme merit; superiority.*
- *An action, characteristic, feature, etc., in which a person excels.*

~~~~~

Excellence is closely related to diligence.

Excellence is not only doing a job thoroughly and completely, but it is the ongoing effort to improve your skills and knowledge to the highest degree possible.

Excellence is the desire to be as good at something as it is possible for you to be whether it is work, education, relationships, or personal growth.

Excellence is the opposite of mediocrity and complacency. Excellence is the passion and desire to continually do more, do things better, and improve yourself in all aspects of your life.

**Ask yourself:** Do you care about excellence or is it enough to just get by? What things are you doing in your life to increase your level of excellence?

What education, activities, or experiences are you actively pursuing to increase your personal level of excellence?

## Fair-Minded

- *Play by the rules. Don't blame others carelessly. Treat all people fairly.*
- *Having or showing an honest, fair way of thinking.*
- *A principle of justice holding that decisions should be based on objective criteria, rather than on the basis of bias, prejudice, or preferring the benefit to one person over another for improper reasons.*

~ ~ ~ ~ ~

Being fair-minded goes back to the golden rule. Treat other people like you would want to be treated. Being fair-minded is not holding someone else to a standard or level of judgment that you do not apply to yourself.

Being fair-minded is also being reasonable and treating others within a standard that they are aware of and are capable of achieving.

It is human nature to be fair-minded about ourselves, but under the guise of being tough or “achieving excellence” apply a higher standard to others. Being fair-minded means not requiring of others what we are not willing to require of ourselves.

**Ask yourself:** Do you routinely stop and evaluate whether you being fair-minded towards others?

## Forgiveness

- *Compassionate feelings that support a willingness to forgive.*
- *Mercifulness, mercy - the feeling that motivates compassion.*

~ ~ ~ ~ ~

It is a puzzling feature of human nature that we all desire and even expect forgiveness to be dealt out generously to us while being stingy and hesitant when it comes to forgiving others.

Forgiving someone is not letting them off the hook. In reality, it is letting yourself off the hook. By forgiving, you no longer have to feel offended

or contend with the need to defend or avenge yourself.

Forgiveness has a way of coming back to you. If you are slow to forgive, harboring bitterness and grudges, it will negatively affect your personality and you'll find people treat you the same way.

If you freely forgive, work to restore relationships, and mend the damage, you will often find people will be more forgiving towards you as well.

**Ask yourself:** Are you quick to forgive? Do you expect a certain response from the other person before you will forgive?

## Generosity

- *Liberality in giving or willingness to give.*
- *Spending time, money, or labor, for others, without being rewarded in return.*

~ ~ ~ ~ ~

Generosity is a mindset that can be cultivated. There is never a diminishing return on generosity. The more you give, the more of a blessing it is.

You can learn to be a generous person even if you do not feel like it. As with sports or a job, the more you practice, the better you get at it and the more benefit you receive from it.

The immature or selfish person thinks that giving results in diminishing yourself or your resources. The generous person learns and experiences that the more you give, the more you receive both in emotional and spiritual reward and often in physical reward as well.

There is hardly a more satisfying and pleasant character trait to develop than generosity.

**Ask yourself:** Are you a generous person? Are you always expecting to receive but only grudgingly and hesitantly give? Are you willing to give generosity a try?

## Goodness

- *The quality or state of being good.*
- *Correct or proper. Of high quality.*

~ ~ ~ ~ ~

Be good. How many times we hear that from parents, teachers, and other adults as we grow up. The simple phrase “be good.”

To be good is a mindset. It’s to look for the good in others, seek out the good in a situation, and actively choose and exhibit good behavior in our own life regardless of feelings or circumstances.

To be good is a reward in and of itself. We don’t have to regret our choices when they are good. We don’t have to fear consequences as a result of good actions. We don’t have to feel guilty or lose our peace when we seek the good of others.

Of course, goodness implies there is a standard of goodness. Goodness can be determined through the measure of other positive character traits. What is generous is good. What is honest is good. See what I mean?

**Ask yourself:** Do you stop and think about what is good in every situation? Do you try to choose good behavior even if you don’t see the purpose?

## **Gratefulness**

- *Appreciative of benefits received; thankful.*

- *Feeling or attitude in acknowledgment of a benefit that one has received or will receive.*

~~~~~

In an era of entitlement and with the current focus on personal rights and instant gratification, gratefulness is a casualty of war.

To be grateful and thankful implies thoughtfully acknowledging what you have or what someone else has done for you. Instead, our culture cultivates an attitude of “what have you done for me lately?” and an insatiable appetite for personal entitlement.

A grateful person is sincerely thankful for what they have and fights the urge to continually feel they deserve more. A grateful person certainly does not indulge in self-pity over what they do not have. A grateful person has sincere joy when others are blessed even when they are not.

Learn to be grateful and thankful, especially in a culture like ours where even the poor are abundantly blessed with food, clothing, and resources.

**Ask yourself:** Are you grateful for what you have?  
Do you actively work on being a thankful person?

## Honesty

- *Fairness and straightforwardness of conduct.*  
*The quality of being fair and truthful.*
- *A facet of moral character that involves such traits as integrity, truthfulness, and straightforwardness, including straightforwardness of conduct, along with the absence of lying, cheating, theft, etc.*

~~~~~

You are either honest or you are not. You can't compartmentalize honesty. You'll often hear people claim that despite some dishonesty in one area of their life, they really are an honest person.

The lack of character that will allow you to be dishonest about one thing will allow you to be dishonest about 1000 things if the circumstances fit. Honesty often involves being honest when it hurts or is to our detriment.

Being honest will automatically make you part of the "cream of the crop" in our modern culture

that celebrates, laughs about, and commercializes lying. Dishonesty, cheating, and lying have become such an acceptable part of our culture that is nothing more than a statistic to be studied.

**Ask yourself:** Are you honest even when it hurts and even when you think no one will find out?

## Honor

- *Respect for others because of their worth as human beings.*
- *High moral standards of behavior.*
- *Good reputation as judged by other people.*

~ ~ ~ ~ ~

Honor. That's such an old-fashioned word. Does it really have a place in modern society? Perhaps it's just a romantic notion relegated to inspirational movies, July 4th, and puff pieces on the news.

It could be argued that honor is the foundation of all the other character traits in this book. Honor begins with a respect for others because of their intrinsic value. Honor is a respect for your own life because of your own intrinsic value.

Honor is the idea of having the highest standards of behavior and thinking. Honor is doing the right thing simply because it is the right thing, regardless of personal cost or amount of effort needed.

To strive to be an honorable person is to strive for the highest quality of character in humanity.

**Ask yourself:** Have you contemplated the idea of honor? Is being an honorable person something that appeals to you?

## Integrity

- *The quality of being honest and fair.*
- *Steadfast adherence to a strict moral or ethical code; being wholesome; unimpaired.*
- *Consistency of actions, values, methods, measures, principles, expectations, and outcomes.*

~ ~ ~ ~ ~

Integrity is a word often used, but more often poorly defined or misunderstood. Most people have only a shallow understanding of integrity because it is a mixture of several other qualities.

Integrity involves being honest, just, and fair minded in all your dealings with others. Integrity implies a commitment to a standard higher than yourself that is not subject to circumstances or feelings. Integrity involves consistency in the quality of behavior and choices that are absolute, based on a standard of good unaffected by personal agenda and selfishness.

Integrity is the cultivation of a consistent lifestyle of goodness, honor, honesty, and fairness, based on a standard that we recognize cannot be changed simply to match our own personal desires.

**Ask yourself:** Are you a person of high integrity? Can you validate that claim by pointing to the character traits in your life that add up to integrity?

## **Loyal**

- *Demonstrating commitment to others.*
- *Having or showing complete and constant support for someone or something.*
- *Faithfulness or a devotion to a person, country, group, or cause.*

~~~~~

If you are a careful observer of business, politics, entertainment, and modern life, you will quickly understand that loyalty is increasingly rare.

It is not loyalty to be committed to someone only while it benefits you. It is not loyalty to be committed to the cause only when it is culturally popular. It is not loyalty to support an idea simply because it gains you an advantage.

True loyalty is the idea of being committed to a person, organization, cause, or concept because you believe in it, and because it is the right thing to do regardless of the sacrifice or potential consequences.

There is nothing quite so rewarding as being loyal and there is nothing quite so refreshing as seeing loyalty given to you personally.

**Ask yourself:** Are you loyal, I mean truly loyal regardless of the cost, to any person, group, or idea?

## Overcomer

- *To defeat (someone or something).*
- *To successfully deal with or gain control of (something difficult).*

~ ~ ~ ~ ~

If you have observed humanity recently, it's not hard to argue that (for the most part) people quickly give up in the face of any adversity or challenge.

The overcomer is at an immediate advantage in our society simply because it is such a rare character trait to possess. Instead of cultivating a spirit of perseverance and victory in the face of life's difficult circumstances, we instead celebrate whining, self-pity, and unhealthy dependence.

Learn to overcome challenges. Learn to defeat setbacks. Strive to gain control over not only what hinders you from your personal goals, but also what would hinder you from building a stronger character.

Being an overcomer means never giving up - regardless of the cost or effort involved - if the mission or cause is honorable and good.

**Ask yourself:** Do you easily give up? Do you push through and work hard to overcome difficulties in life?

## Patience

- *The bearing of provocation, annoyance, misfortune, or pain without complaint or anger.*
- *An ability or willingness to suppress restlessness or annoyance when confronted with delay.*
- *Quiet, steady perseverance; even-tempered care.*

~~~~~

You've probably heard the prayer, "Lord give me patience, and give it to me right now!" Sorry, it doesn't work that way. There's only one way to get patience: enduring difficult circumstances.

Patience is a particularly difficult character trait to cultivate today because we live in a society that rabidly promotes and encourages instant

gratification regardless of the long-term damage to both individual lives and society.

To practice and learn patience, you have to buck the mentality of the culture. There are no magic shortcuts to learning patience. You simply have to choose to be patient on purpose; but if you do, growing to be a patient person is one of the most rewarding character traits you can have.

**Ask yourself:** Are you a patient person? How much does indulgence and instant gratification hinder becoming patient?

## Practical

- *Relating to what is real rather than to what is possible or imagined.*
- *Being likely to be effective and applicable to a real situation.*

~ ~ ~ ~ ~

Much of our advertising and entertainment industries make it hard to even understand what practicality is. There is always something newer, faster, better, and more desirable than what you have now. We are constantly being bombarded

with enticements that we deserve to have things, do things, and be things that are in reality not practical.

Being practical does not mean being pessimistic; it means being realistic. It means living life not thinking you deserve to be the next American Idol, the next millionaire, or the next lottery winner.

Practicality is not glamorous, so it is not something heavily promoted by our culture.

Practicality is generally not profitable to others, but over time is highly profitable to you individually.

**Ask yourself:** Are you a practical person or have you been caught up in the advertising and media message of impracticality?

## Respect

- *A feeling of appreciative, often deferential regard.*
- *A specific feeling of regard or esteem for the actual qualities of the one respected.*

~ ~ ~ ~ ~

“Don’t disrespect me” or more accurately people say “don’t diss me.” It’s ironic that we hear this accusation routinely today by those who have actually no clue what respect is. To them, respect is not saying or doing exactly what they want.

Respect is showing an appreciation for or placing high-value on the qualities that deserve that kind of appreciation. It might be respect for a person, respect for position, or respect for something intangible such as someone else’s property.

The level of respect due to something is based on its own intrinsic value, regardless of whether you recognize that value or choose to appreciate it.

A respectful person looks for this value in both people and situations so that they can express the appropriate appreciation.

**Ask yourself:** Do you show respect to whom respect is due? Do you recognize the difference between real respect and the shallow version we see today?

## **Responsible**

- *Knowing and doing what is expected of you.*

- *Being accountable for your words, actions, and attitudes.*
- *Able to be trusted to do what is right or to do the things that are expected or required.*

~~~~~

Being responsible is the opposite of playing the victim and claiming nothing is ever your fault or under your control.

Being responsible is the opposite of feeling entitled, expecting the burden of your welfare and provision to be shouldered by others.

Being responsible is having accountability for your life choices and how they affect not only you, but those close to you and the rest of society.

Being responsible is knowing that as much as is humanly possible, you are to take control of your own life and what you do with it and what results from it.

Being responsible means you do what you have to do because it is right and needs to be done.

**Ask yourself:** Do you take responsibility for your life? Would others consider you a responsible person?

## **Self-Disciplined**

- *Able to correct or regulate oneself for the sake of improvement.*
- *Capable of or subject to self-discipline.*
- *Having self-discipline, being in control of one's self and one's actions.*

~~~~~

When most people think of being self-disciplined, they only think of denying themselves the fun things in life that the carefree lucky few get to enjoy.

In reality, being self-disciplined is a very fulfilling, productive, and enjoyable way of life. It keeps you from being a slave to instant self-gratification. It keeps you from being a slave to your feelings and impulsive unpredictable desires. It keeps you from being a slave to the manipulations of a world that would keep you perpetually dissatisfied and unhappy with what you have and who you are.

Being self-disciplined affects every area of your life, and the more you practice discipline the more benefits you will see from it.

**Ask yourself:** In what areas of your life are you lacking self-discipline? What parts of your life are disciplined and what benefits do you see from it?

## Servant-Hearted

- *One that serves others and is devoted to others.*
- *One who serves another, providing help in some manner.*

~~~~~

If you want a surefire way to regret how you spend your life, never make any effort to serve others but only be concerned with what others can do for you.

One of the most satisfying and fulfilling ways you can live your life is to dedicate significant portions of it to the welfare and blessing of others.

To the inexperienced, this may seem like you are using up your own time and resources only for the benefit of someone else; but anyone who has lived the servant-hearted life will tell you that

could not be farther from the truth. There is far more fulfillment and gratification in serving than in being served.

The servant-hearted person cultivates a default mindset that is constantly seeking ways to serve others and expend their energy, experience, talent, and resources to the benefit of someone else.

**Ask yourself:** Do you look for ways to serve others? Have you experienced the benefits and fulfillment of serving others?

## Thoughtful

- *Showing concern for the needs or feelings of other people.*
- *Characterized by careful reasoned thinking.*
- *Demonstrating thought or careful consideration.*

~~~~~

Often we define the word “thoughtful” as someone who does something nice for another. Or maybe it’s the act of really empathizing with another person.

Those are certainly aspects of being thoughtful, but it goes much deeper than that.

Thoughtfulness is a mindset of sincerely caring about people and making a real effort to understand their needs and feelings.

Thoughtfulness is not impulsive. Rather, it is careful and reasonable, giving significant consideration to a situation or circumstance and taking time to come up with the best response to it.

A thoughtful person is not impulsive, reactive, or haphazard. Instead, they deliberately spend time carefully considering the situation or person at hand.

**Ask yourself:** Are you blessed when people are thoughtful towards you? Do you show appreciation for that thoughtfulness by striving to be thoughtful to others as often as you can?

## Thorough

- *Executed without negligence or omissions.*
- *Complete; perfect; attentive to.*
- *Having full command or mastery.*

~ ~ ~ ~ ~

It's probably hard to argue against the fact that the vast majority of people have a mindset of doing as little as possible for the greatest possible benefit to themselves.

For example, employees often do the minimum amount of work, just short of getting in trouble, while still expecting and feeling entitled to not only a paycheck but to positive reviews and pay increases.

A thorough person doesn't think this way. They complete a job or a task with a mindset of wanting to do it completely, with the highest attention and the best of their skill.

That same person may still have a paycheck or reward as their motivation, but they see just as much reward in being thorough about everything they do.

**Ask yourself:** Are you thorough in your work and responsibilities? Do you find yourself ever trying to do as little as possible while still claiming "job well done"?

# Thrifty

- *Using or managing money in a careful or wise way.*
- *Given to or marked by economy and good management.*
- *The quality of being frugal.*

~~~~~

The opposite of being thrifty is only caring about what benefit, income, or gratification you receive while having no concern about the consequences.

Our culture of credit-driven consumerism is a specific enemy of being thrifty. You don't have to be careful, wise, or frugal when you're spending money you don't have yet.

An employee also needs to learn to be thrifty at work and remember that expenses are in essence spending your employer's money. Being thrifty with someone else's money is as honorable as being thrifty with your own.

Learning to be thrifty takes time and discipline, but the rewards of being financially free are well worth the effort.

**Ask yourself:** Are you thrifty and wise with money? Or living beyond your means?

## Trustworthiness

- *The trait of deserving trust and confidence.*
- *Someone in whom you can place your trust and rest assured that the trust shall not be betrayed.*

~ ~ ~ ~ ~

How do you feel about a person you can't trust? In reality, is there much they can do to earn your trust? For most people, once your trust has been betrayed it is almost impossible to earn it back.

Now think about yourself. Do people see you as trustworthy? If not, do you think they are just being unfair or have you given them reason?

Whether it is employment, marriage, business, or friendships, there is hardly a character trait that has more impact than trustworthiness.

If you can be trusted, almost any other obstacle can be overcome. If you cannot be trusted, everything else you offer doesn't matter a whole lot. It is all overshadowed by mistrust.

There is only one way to learn trustworthiness and that is to be a trustworthy person. No shortcuts.

**Ask yourself:** Are you considered trustworthy?  
Are you honest in your assessment of that?

## Understanding

- *The knowledge and ability to judge a particular situation or subject.*
- *A willingness to understand people's behavior and forgive them.*

~~~~~

Most of us know someone who is not an understanding person. They thrive on being hard-nosed and inflexible and don't really care about anyone else's concerns or challenges. They often consider this an admirable quality, but it is really a self-serving characteristic that benefits only them.

An understanding person takes the time to observe and rightly judge a situation or person. Then they thoughtfully consider the circumstances or behavior and, as often as is possible, extend empathy and forgiveness as necessary.

The characteristic of understanding involves wisdom. Wisdom only comes from continual self-improvement and embracing lessons learned. The understanding person takes all of that and uses it in his relationships to the benefit of others.

**Ask yourself:** Are you an understanding person? Do you strive to see a situation from the other person's view?

## About the Author

Brent Riggs has worked for B&H for over 10 years. He is the “JMS Guy”.



Brent is an author, teacher, artist, and businessman with many published titles and large growing audience online.

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