SIGMA ASSESSMENT SYSTEMS INC.

IVEY

Leadership Character Insight Assessment

LCIA

October 27, 2024

Leader Report for Sam Sample

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Leadership Character Insight Assessment

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Introduction

This report is designed to provide you with practical insight into:

- What leader character is and why it is essential
- Key dimensions of character and their corresponding elements
- Your results on the LCIA and how you can grow and develop in each area

The Nature and Importance of Leader Character

Every organization needs people who are willing and able to inspire and bring out the best performance in themselves, others, and their organizations. In addition, every individual needs to strengthen their character to support their own well-being and excellence. Those who do this well possess the competencies, commitment, and character to be effective leaders – people with the disposition to lead even without the formal position of leadership. While competencies and commitment are important, character plays a critical role in leadership behaviour. This was exemplified by the financial crisis of 2008–2009, when some leaders' needs for instant gratification triumphed over temperance, and others who knew that bad risks were taken remained silent because they did not have the courage to speak up. Further, with the emergence of the COVID-19 pandemic, individuals across all sectors and at all levels in societies worldwide faced enormous challenges. We learned that the extent to which they were able to meet these challenges depended to a great extent on character.

By character we mean a specific set of interconnected behaviours that research has revealed are universally recognized as providing individuals with the capacity to exercise quality of judgment and decision-making. Character fundamentally shapes how we engage the world around us, what we notice, what we reinforce, who we engage in conversation, what we value, what we choose to act on, how we decide – essentially, everything that we do. Competencies are an important part of decision-making in general and the quality of leadership in particular. However, competencies are a necessary yet not sufficient condition for good leadership. Character is the foundational capacity to develop competencies, demonstrate commitment and therefore, to exercise leadership.

In this report we focus on leadership character. We describe 11 dimensions of character, each of which breaks down into specific elements that can be observed as situationally appropriate behaviours. These dimensions and their corresponding elements are depicted in Figure 1.

The information in this report is intended to enhance awareness of your standing on each character dimension. We also provide information regarding how you can develop the character dimensions and their elements.

Figure 1: The Dimensions and Elements of Character

The following are the key points to understand about the nature of character:

- Judgment plays a central role in character, controlling when and how we choose to behave.
- The dimensions are interdependent. They work together to determine the overall strength of our character.
- Each dimension is composed of several defining character elements. Each of these elements has an impact on the strength of the character dimension.
- Character is developed over your lifetime and you can enhance the development of character through deliberate practice. Every situation presents a different experience and opportunity to exercise, apply, and develop character.
- The dimensions of character have been supported across cultures, geographies, and time. It is important to your personal effectiveness to have the capacity to exercise all dimensions of character.
- All dimensions and elements of character matter. Therefore, it is important to understand both your strengths and developmental areas.
- It is important to develop all character dimensions. As a result, the LCIA is different from personality inventories that categorize people into personality types and suggest that you focus on your strengths and leverage the skills of others to address your weaknesses.

It is important to reinforce that character is foundational for well-being and effective decision-making. Having the competencies and commitment to succeed is not enough. Most often the root cause of failures and successes, both at the individual leader level and organizational level, are grounded in character. More detailed information is provided below regarding how character impacts both behaviour and organizational outcomes.

Table 1: Impact of Character Strengths on Leader Behaviour

Judgment	WHEN THE DIMENSION IS PRESENT LEADERS…	- Consistently make good decisions - Add insight, direction, and clarity to problem solving - Don't make assumptions or jump to conclusions - Tailor solutions to the situation
Courage		- Put themselves in "the line of fire" to support ideas that may be unpopular but the right move - Will vocally support the right thing to do, even in the face of strong opposition
Drive		- Pursue things with dogged determination - Show unrelenting energy in the pursuit of objectives - Strive for excellence (not perfection) in everything they tackle
Collaboration		- Understand how to work with different people and personalities in a productive way - Leverage others' ideas, opinions, and contributions to build better solutions - Stay open-minded in the face of opposition - Invite constructive dissent
Integrity		- Walk the talk - Are honest and transparent and hold others to the same standard - Bring their personal and organization's values to life in their own behaviour - Don't ask others to do things that are morally questionable
Temperance		- Are calm, cool, and collected even in difficult situations - Demonstrate restraint - Have an appreciation for the risks associated with decisions and actions - Know when to stop talking and listen
Accountability		- Don't shirk responsibility - Own their mistakes - Don't deny reality - Don't skirt the difficult questions
Justice		- Reward good performance and confront poor performance - Remain objective when hearing others out - Are respectful of others' differences - don't treat people in a "one size fits all" way - Will vocally support others who have been wronged
Humility		- Talk about accomplishments as "we" versus "I" - Are aware of their weaknesses and delegate accordingly - Acknowledge and appreciate the contributions of others - Don't feel compelled to talk about their accomplishments - Are not bullies
Humanity		- Genuinely care about people - Are available and generous with their time and resources - Can move past a bad experience with someone and maintain a productive relationship - Invest in the development of others
Transcendence		- Can recognize good ideas that are ahead of their time - Truly appreciate excellence in the work of others - Show a strong sense of purpose that inspires others - Bring a fresh, creative, elevated perspective to problems - Help others see things in new ways

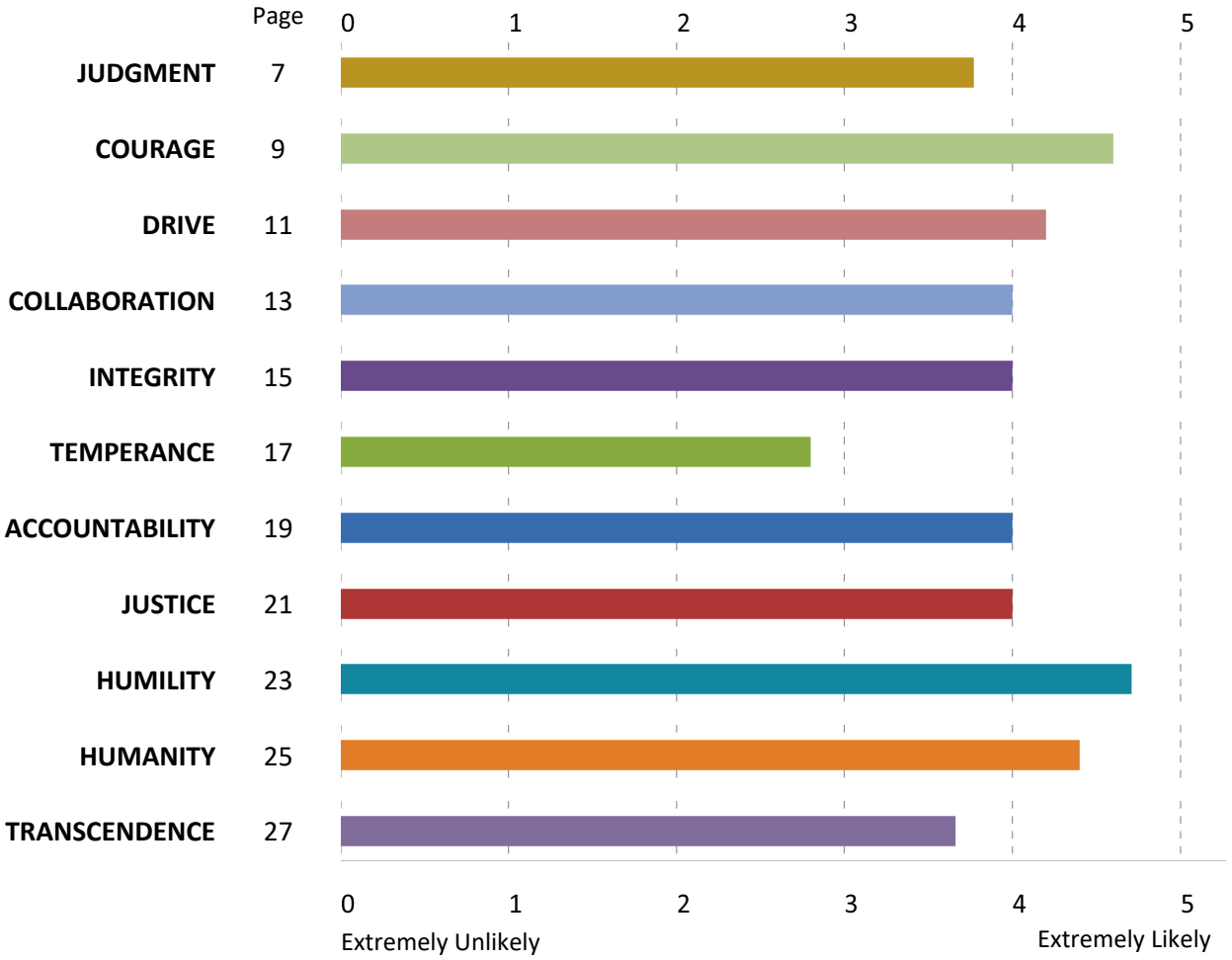
Table 2: Impact of Character on Organizations

	PRESENT	ABSENT
Judgment	- Recognition of key issues relevant to situations - Decisions are predicated on excellent understanding, analysis, and insight	- Lack of comprehensive and balanced assessment of issues leads to poor decisions, confusion, and resistance to change
Courage	- Decisions are made in spite of uncertainty - There is opposition to bad decisions - Innovation thrives	- There is agreement with poor decisions - Satisficing rather than maximizing is the norm - Moral muteness prevails
Drive	- There is sustained momentum around focused priorities and high productivity	- There is widespread lethargy and low productivity
Collaboration	- Effective teamwork enhances productivity - There is diversity in teams that contributes to innovation, understanding, and appreciation for others' ideas	- A self-centred mentality breeds a hostile competitive climate that alienates potential allies - Lack of information sharing leads to poor understanding of decisions, resulting in friction and conflict
Integrity	- There is trust, transparency, and effective communication	- People operate from a position of self-interest and mistrust, which impairs their ability to make good decisions
Temperance	- There is effective risk management governed by reasoned decision-making - Thoughtful consideration (versus impulsive over-reaction) to events that impact the organization	- Short term gains dictate actions - Desire for instant gratification trumps a more measured "what is best over the long-term" approach
Accountability	- There is ownership of issues and commitment to decisions and their execution	- There is failure to deliver results and take responsibility for poor decisions and outcomes
Justice	- There is perception of fairness that fosters trust - People go above and beyond what is required	- Inequities exist that erode trust - Widespread favouritism and nepotism exist
Humility	- There is a willingness to identify and discuss mistakes - The organization supports continuous learning	- Interactions are ruled by arrogance and overconfidence - Problems and issues are approached with complacency
Humanity	- There is a deep understanding of what is important to stakeholders that fosters unique insights and engagement	- Failure to acknowledge critical social implications of decisions and actions
Transcendence	- There is commitment to excellence - There is clarity on superordinate goals and a focus on big picture thinking - Inspiration motivates innovation	- Actions are dictated by narrow goals and objectives - There is failure to acknowledge, appreciate, or strive for excellence - People are not inspired to create and contribute

LCIA Results Overview

Dimension Scores

In responding to the LCIA items you were asked to identify how likely you would be to engage in various behaviours that reflect the character dimensions and elements described in this report. You responded using the following scale: 1=Extremely Unlikely, 2=Unlikely, 3=Neither Unlikely Nor Likely, 4=Likely, 5=Extremely Likely. The graph below shows your score on each character dimension.



Validity of Results: Keep in mind that these results are only informative if the LCIA items were answered honestly. Many of the items used to assess the character dimensions and elements reflect qualities and behaviours that are desirable. As a result, it is possible to consciously or unconsciously enhance scores on the dimensions and elements simply by providing more favourable responses to the LCIA items. If your responses were not honest and accurate, the validity of this report and your ability to understand your true character strengths and development opportunities will be compromised.

JUDGMENT

Makes sound decisions in a timely manner based on relevant information and critical analysis of facts. Appreciates the broader context when reaching decisions. Shows flexibility when confronted with new information or situations. Has an implicit sense of the best way to proceed. Can see into the heart of challenging issues. Can reason effectively in uncertain or ambiguous situations.

ELEMENTS

Situationally Aware: Demonstrates an appreciation for unique circumstances that may dictate unique approaches.

Cognitively Complex: Analyzes, makes clear sense, and draws sound conclusions in uncertain, complex, and ambiguous circumstances.

Analytical: Skilfully analyzes and employs logical reasoning.

Decisive: Promptly makes astute, level-headed decisions. Shows clear-sighted discernment of what is required.

Critical Thinker: Applies sound analysis and logical reasoning to evaluate ideas, decisions, and outcomes.

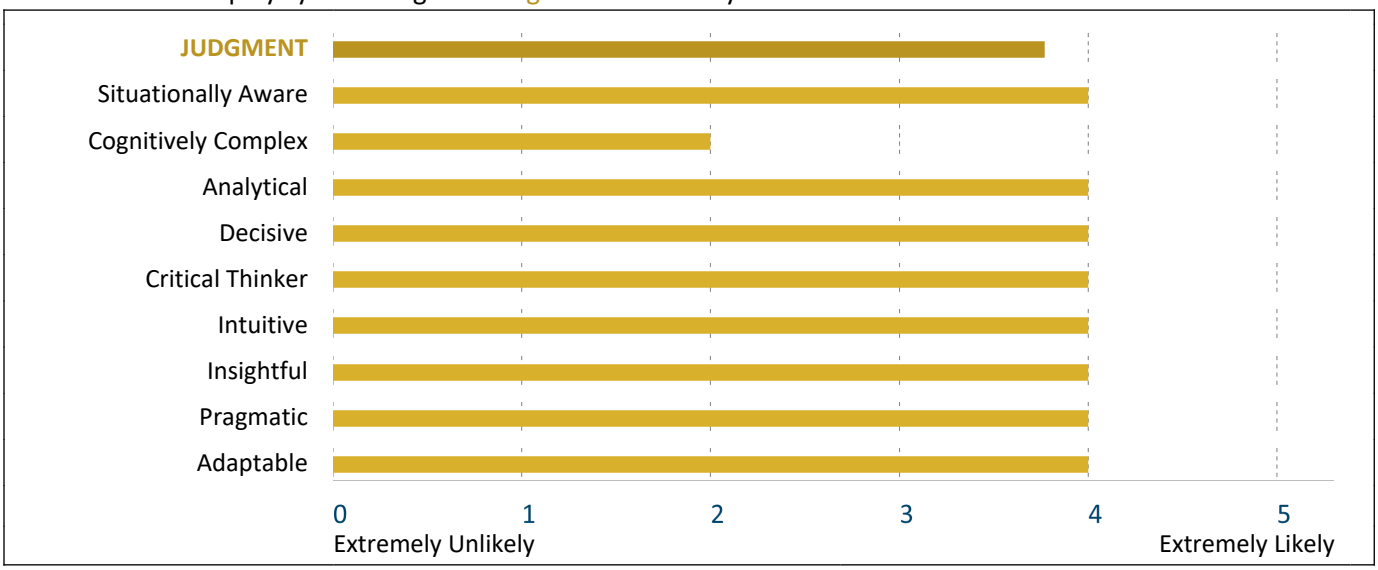
Intuitive: Understands things without an apparent need for conscious reasoning.

Insightful: Grasps the essence of situations. Sees into the heart of challenging issues.

Pragmatic: Understands, develops, and implements workable solutions under varied circumstances.

Adaptable: Modifies plans, decisions, and actions to adjust to new conditions.

The chart below displays your ratings for Judgment and its key elements.



JUDGMENT RESOURCES

WATCH

Using Our Practical Wisdom TED Talk by Barry Schwartz (2010)

LISTEN

Risk CBC Ideas Radio Show with Kathleen Flaherty and guests (2012)

"The intuitive mind is a sacred gift and the rational mind is a faithful servant. We have created a society that honors the servant and has forgotten the gift."

– Albert Einstein

READ

Daniel Kahneman: The Thought Leader Interview Michael Schrage (strategy+business, 2003)

Judgment: How Winning Leaders Make Great Calls Noel M. Tichy & Warren G. Bennis (Portfolio Trade, 2009)

Judgment Calls: Twelve Stories of Big Decisions and the Teams that Got Them Right Thomas H. Davenport, Brook Manville, & Laurence Prusak (Harvard Business Review Press, 2012)

Thinking, Fast and Slow Daniel Kahneman (Anchor Canada, 2013)

The Emotional Life of Your Brain Richard J. Davidson (Plume, 2012)

Francesca Gino: How to Avoid Getting Sidetracked in Your Career Dan Schawbel (2013)

Judgment: Body-Checking Good Judgment in Coach's Corner Gerard Seijts & Kimberley Young Milani (2019)

LEARN

Think of a time when you disagreed with a decision someone else made. List all of the reasons you disagreed with the decision on the left side of a piece of paper. Now take the devil's advocate position and list all the items that you think led to the decision on the right side of the page. How many items do you have on each side? How many of the items for each position are ones that rely on insider knowledge? How many items are emotional/personal in nature? Is there a critical item for either perspective that takes precedence over the others?

Note: View this report on your computer for links to all of the media resources.

COURAGE

Does the right thing even though it may be unpopular, actively discouraged, and/or result in a negative outcome for oneself. Shows an unrelenting determination, confidence, and perseverance in confronting difficult situations. Rebounds quickly from setbacks.

ELEMENTS

Brave: Does what one believes to be right even in the face of adversity. Stands up for personal beliefs and values. Stands up for others.

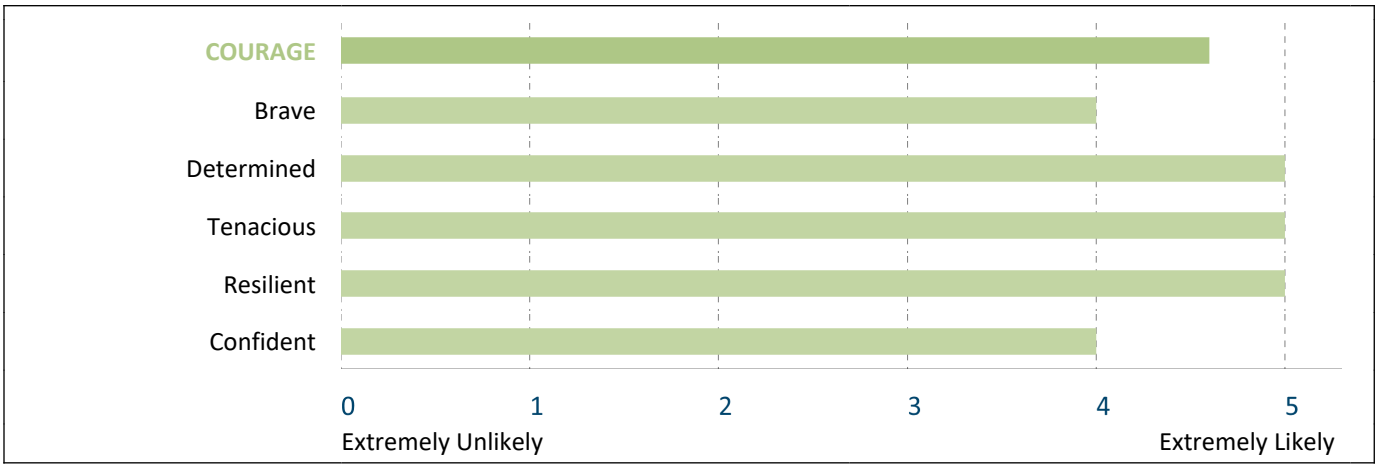
Determined: Displays resolve and stays committed to see things through.

Tenacious: Finishes things despite obstacles, difficulties, or discouragements along the way. Works hard over extended periods and follows through to achieve goals.

Resilient: Endures and withstands difficult conditions. Recovers quickly from setbacks.

Confident: Demonstrates self-assurance in one's abilities, decisions, and actions.

The chart below displays your ratings for Courage and its key elements.



COURAGE RESOURCES

WATCH

Alan Mulally of Ford: Leaders Must Serve, With Courage (YouTube, 2011)

Gandhi's Philosophy from the movie Gandhi (YouTube, 1982)

Ken Pereira: Corruption Crusader CBC The National (2014)

Dare to Disagree Margaret Heffernan (YouTube, 2012)

Theranos Whistleblowers Filed Complaints Out of Fear of Patients' Health: 'It Started to Eat Me Up Inside': 'The Dropout' Episode 4 Taylor Dunn, Victoria Thompson, & Rebecca Jarvis (ABC News, 2019)

"The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy."
– Martin Luther King, Jr.

READ

Courage in Leadership: From the Battlefield to the Boardroom Peter Voyer (Ivey Business Journal, 2011)

Brené Brown: How Vulnerability Can Make Our Lives Better Dan Schawbel (Forbes, 2013)

4 Ways to Create a Culture of Courage Tom Rieger (Chief Executive, 2011)

Combating Ethical Cynicism and Voicing Values in the Workplace Mary C. Gentile (Ivey Business Journal, 2011)

10 Traits of Courageous Leaders Susan Tardanico (Forbes, 2013)

Extraordinary Circumstances: The Journey of a Corporate Whistleblower Cynthia Cooper (John Wiley & Sons, 2009)

Moral Courage Rushworth M. Kidder (William Morrow Paperbacks, 2006)

The Mystery of Courage William Ian Miller (Harvard University Press, 2000)

Courage: Grace Under Pressure Gerard Seijts & Kimberley Young Milani (2019)

Courage: The Backbone of Leadership Gus Lee & Diane Elliott-Lee (Jossey-Bass, 2006)

LEARN

In order to act courageously it is necessary to face one's fears and vulnerabilities and act in spite of them. Think of courage as a muscle that should be used daily, and look for opportunities to engage in small acts of courage to develop it as a habit.

Recall an instance where you could have stood up for someone in your workplace but didn't. What were the specific fears that kept you from acting? What were the repercussions of your failure to act (both for yourself, and for others)? The more you reflect on and confront your fears the more you will notice opportunities to act courageously.

Note: View this report on your computer for links to all of the media resources.

DRIVE

Strives for excellence, has a strong desire to succeed, tackles problems with a sense of urgency, approaches challenges with energy and passion.

ELEMENTS

Passionate: Demonstrates both enthusiasm and conviction in one's approach to work.

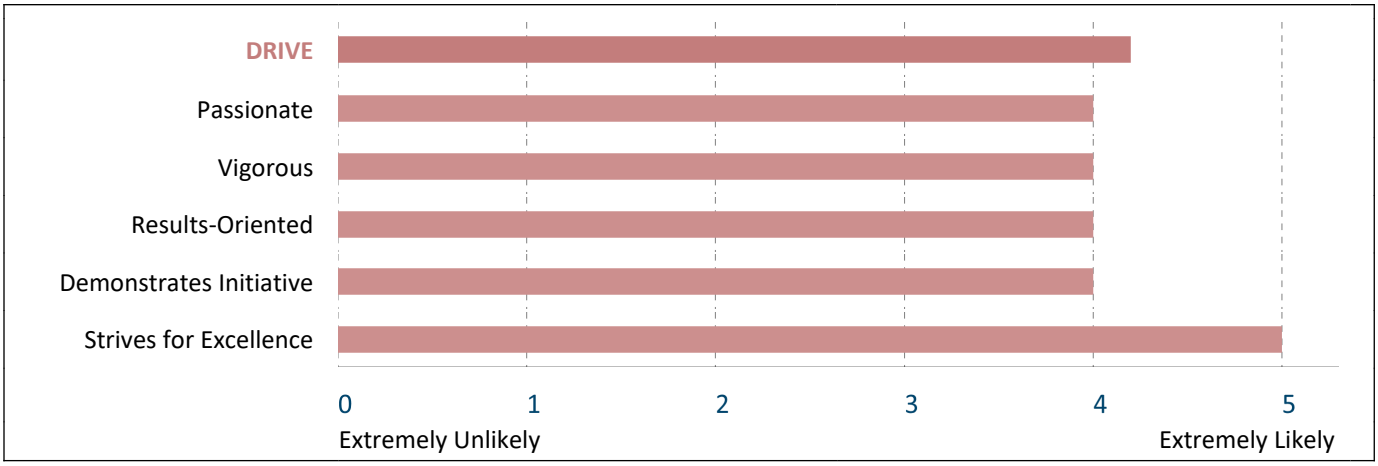
Vigorous: Brings a sustained level of energy and vitality to work.

Results-Oriented: Pursues planned commitments and outcomes with a sense of urgency.

Demonstrates Initiative: Grasps the need for, and takes prompt action without being asked to do so.

Strives for Excellence: Holds and pursues high standards of performance.

The chart below displays your ratings for Drive and its key elements.



DRIVE RESOURCES

WATCH

Drive: The Surprising Truth About What Motivates Us RSAnimate ft. Daniel Pink (YouTube, 2010)

Carol Dweck, Growth Mindsets and Motivation The NCEA (YouTube, 2009)

LISTEN

Full Interview: Daniel Pink on Motivation 3.0 CBC Radio (2010)

"Passion is one of the most powerful engines of success. When you do a thing, do it with all your might. Put your whole soul into it. Stamp it with your own personality. Be active, be energetic and faithful, and you will accomplish your object. Nothing great was ever achieved without passion."

– Ralph Waldo Emerson

READ

The Only Way to Win: How Building Character Drives Higher Achievement and Greater Fulfillment in Business and Life Jim Loehr (Hyperion, 2012)

Better Under Pressure: How Great Leaders Bring Out the Best in Themselves and Others

Justin Menkes (Harvard Business Press, 2011)

Leadership and the Art of Struggle: How Great Leaders Grow Through Challenge and Adversity

Steven Snyder & Bill George (Berrett-Koehler Publishers, 2013)

Steve Jobs Walter Isaacson (Simon & Schuster, 2011)

The 4 Year Olympian: From First Stroke to Olympic Medallist Jeremiah Brown (Dundurn Press, 2018)

Drive: Striving for Success, Requiring Caution Gerard Seijts & Kimberley Young Milani (2019)

LEARN

Think of an area in your work where you consider yourself less talented, and where you may encounter difficulty persisting on difficult tasks. The next time you're working on such a task, remind yourself that **effort** is the key to eventual success. See if taking this mindset helps you to work longer and harder at the task (and if this produces superior results). Adapted from the research of Carol Dweck.

Note: View this report on your computer for links to all of the media resources.

COLLABORATION

Values and actively supports development and maintenance of positive relationships among people. Encourages open dialogue and does not react defensively when challenged. Is able to connect with others at a fundamental level, in a way that fosters the productive sharing of ideas. Recognizes that what happens to someone, somewhere, can affect all.

ELEMENTS

Cooperative: Gets along with people and builds strong working relationships.

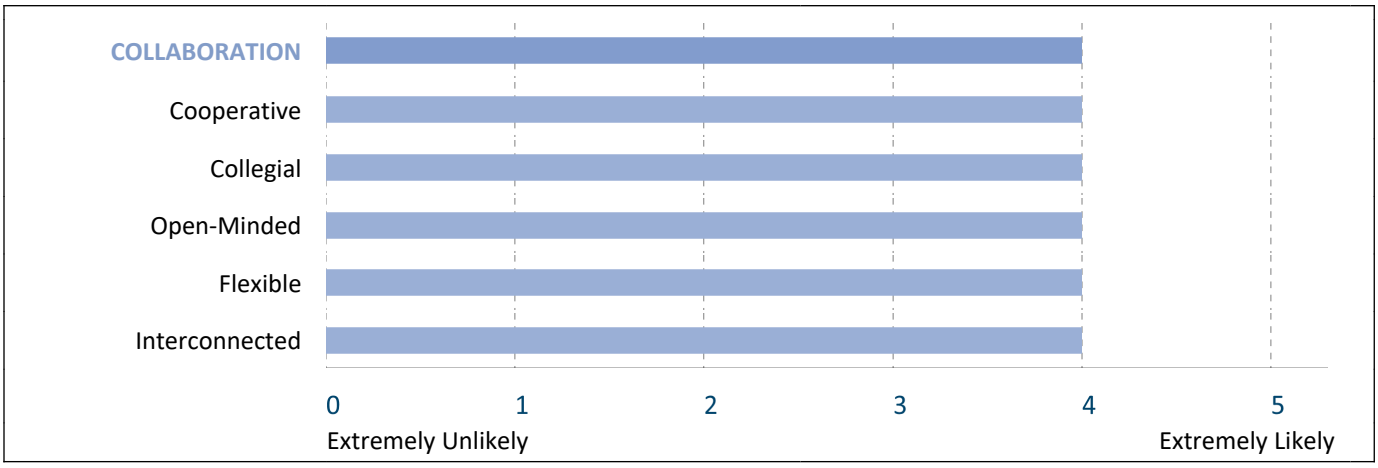
Collegial: Takes a good-natured approach to working with others. Seeks to resolve differences amicably.

Open-Minded: Examines many sides of issues. Invites and seeks evidence that challenges personal perceptions, values, beliefs, and conclusions.

Flexible: Listens patiently and non-defensively when people question or challenge one's stance. Remains open to changing personal opinions and conduct when circumstances change.

Interconnected: Senses and values deep connections with others at all levels within organizations and society.

The chart below displays your ratings for Collaboration and its key elements.



COLLABORATION RESOURCES

WATCH

Listen, Learn ... Then Lead TED Talk by Stanley McChrystal (2011)

Want to Help Someone? Shut Up and Listen! TED Talk by Ernesto Sirolli (2012)

Dare to Disagree TED Talk by Margaret Heffernan (2012)

Dave Isay: Everyone Around You Has a Story the World Needs to Hear (YouTube, 2015)

"Collaboration versus teamwork: it is the fuel that allows common people to attain uncommon results."

– Andrew Carnegie

LISTEN

Dr. Paul Zak: The Neuroscience of Trust

READ

7 Best Solutions to Increase Collaboration That Are Often Overlooked - Shawn Murphy (Inc., 2018)

Collaboration: How Leaders Avoid the Traps, Build Common Ground, and Reap Big Results Morten Hansen (Harvard Business Review Press, 2009)

Give and Take: Why Helping Others Drives Our Success Adam M. Grant (Penguin, 2014)

Collaborating With the Enemy Adam Kahane (Berrett-Koehler, 2017)

Collaboration: Being a Piece of the Greater Whole Gerard Seijts & Kimberley Young Milani (2019)

CBC Sports Oral Histories: How a Canadian Sailor Became an Olympic Hero Doug Harrison (CBC Sports, 2021)

LEARN

First, find out whether the task lends itself to collaboration or not. Morten T. Hansen has conducted extensive research on collaboration, and his research suggests that at times it is better to work independently than to collaborate. Therefore, the first step of collaboration is to determine whether the project will benefit from collaboration or not. Common corporate goals that benefit from collaboration include increasing sales, reducing costs, and increasing efficiency. Once it's clear that collaboration will be beneficial, it's necessary to identify potential barriers to collaboration. Common barriers include insular departments, workplaces where coworkers are in competition with one another, and departments or workers where the parties involved share only "weak" (versus strong) ties. Ties can be strengthened through working together and learning how to communicate better. Once ties are stronger, collaboration becomes more successful.

Note: View this report on your computer for links to all of the media resources.

INTEGRITY

Holds oneself to a high moral standard and behaves consistently with ethical standards, even in difficult situations. Is seen by others as behaving in a way that is consistent with personal values and beliefs. Behaves consistently with organizational policies and practices.

ELEMENTS

Authentic: Makes decisions and takes actions that are true to personal values and beliefs.

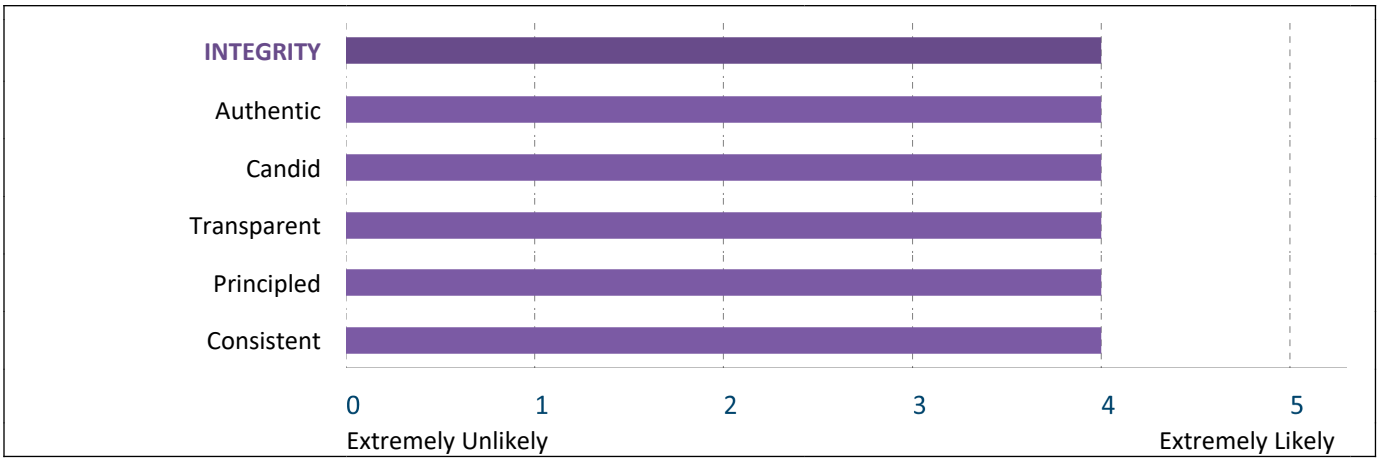
Candid: Strives to be truthful and straightforward with oneself and others. Remains forthright even in difficult situations.

Transparent: Remains open and honest in relationships and communications. Accurately represents to others what one truly values, believes, and intends.

Principled: Demonstrates high personal and professional moral standards.

Consistent: Practices what one preaches. Walks the corporate talk.

The chart below displays your ratings for Integrity and its key elements.



INTEGRITY RESOURCES

WATCH

Jack Welch: Create Candor in the Workplace Stanford Graduate School of Business (YouTube, 2009)

Our Buggy Moral Code TED Talk by Dan Ariely (2009)

What We Don't Understand About Trust TED Talk by Onora O'Neill (2013)

Golden Balls - The Weirdest Split or Steal Ever (YouTube, 2008)

"Character is like a tree and reputation like a shadow. The shadow is what we think of it; the tree is the real thing."

– Abraham Lincoln

READ

Why We Lie Dan Ariely (The Wall Street Journal, 2012)

Integrity: The Courage to Meet the Demands of Reality Henry Cloud (Harper Business, 2009)

Integrity: Doing the Right Thing for the Right Reason Barbara Killinger (McGill-Queens University Press, 2010)

Sincerity and Authenticity Lionel Trilling (Harvard University, 2009)

True North: Discover Your Authentic Leadership Bill George (Jossey-Bass, 2007)

How Will You Measure Your Life? Clayton M Christensen, James Allworth, & Karen Dillon (HarperCollins, 2012)

Integrity: Walking the Talk Gerard Seijts & Kimberley Young Milani (2019)

LEARN

Research tells us that most acts of dishonesty are small, and that the majority of people do not take full advantage of opportunities to lie, cheat, or steal. Instead, people commit small dishonest acts that do not threaten their view of themselves as fundamentally honest. To enhance honesty and transparency in the workplace, Dan Ariely (2012) suggests that companies create and communicate a code of conduct, clearly communicate to staff why the rules in it are necessary, and create a culture where even small events are up for discussion to ensure they do not represent violations of the code of conduct.

Note: View this report on your computer for links to all of the media resources.

TEMPERANCE

Conducts oneself in a calm, composed manner. Maintains the ability to think clearly and respond reasonably in tense situations. Completes work and solves problems in a thoughtful, careful manner. Resists excesses and stays grounded.

ELEMENTS

Patient: Recognizes that not everything that needs to be accomplished can be done immediately. Deals with frustrations without becoming anxious, agitated, or angry.

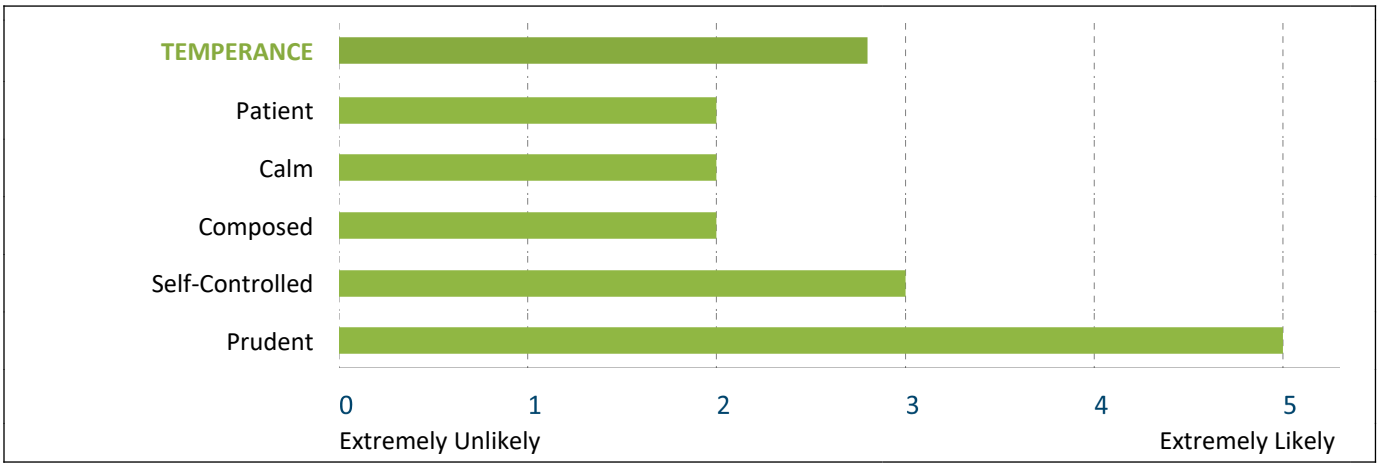
Calm: Stays cool, collected, centred, and balanced. Does not display feelings of nervousness, anger, or other strong emotions.

Composed: Maintains presence of mind and focus, especially in challenging situations.

Self-Controlled: Remains disciplined and stays on-track. Reasonably controls strong emotions like anger or disappointment, especially in difficult situations.

Prudent: Demonstrates vigilance, care, and thought in one's work.

The chart below displays your ratings for Temperance and its key elements.



TEMPERANCE RESOURCES

WATCH

Controlling Our Willpower by Kelly McGonigal on The Agenda with Steve Paiken (YouTube, 2012)

LISTEN

Full Interview: Kelly McGonigal on Willpower CBC Radio (2012)

"Mastering others is strength. Mastering yourself is true power."

– Lao Tzu

READ

The Secret to Mastering Patience John Baldoni (Inc.com, 2012)

The Willpower Instinct: How Self-Control Works, Why It Matters, and What You Can Do to Get More of It Kelly McGonigal (Avery Trade, 2013)

How to Stay Cool, Calm & Collected When the Pressure's On: A Stress-Control Plan for Business People John Newman (AMACON, 1993)

Breakdown of Will George Ainslie (Cambridge University Press, 2001)

Mastery Robert Greene (Viking Adult, 2012)

Temperance: Your Personal Braking System Gerard Seijts & Kimberley Young Milani (2019)

LEARN

Like the other virtues, temperance can be strengthened through practice. Think back to an instance where you made a regrettable decision or action and see whether you were low on sleep, nutritious food, or experiencing a lot of stress. Temperance is easiest to practice when one is well rested, fed, and ready to face the day. When you are faced with a decision or circumstance where restraint is required, try taking some deep breaths to help you remain focused and keep your stress levels in check. If you do not exercise or meditate, consider adding these practices to encourage your body's resistance to stress and your mind's resistance to temptations and poor decisions. Advice adapted from Kelly McGonigal's The Willpower Instinct.

Note: View this report on your computer for links to all of the media resources.

ACCOUNTABILITY

Willingly accepts responsibility for decisions and actions. Is willing to step up and take ownership of challenging issues. Reliably delivers on expectations. Can be counted on in tough situations.

ELEMENTS

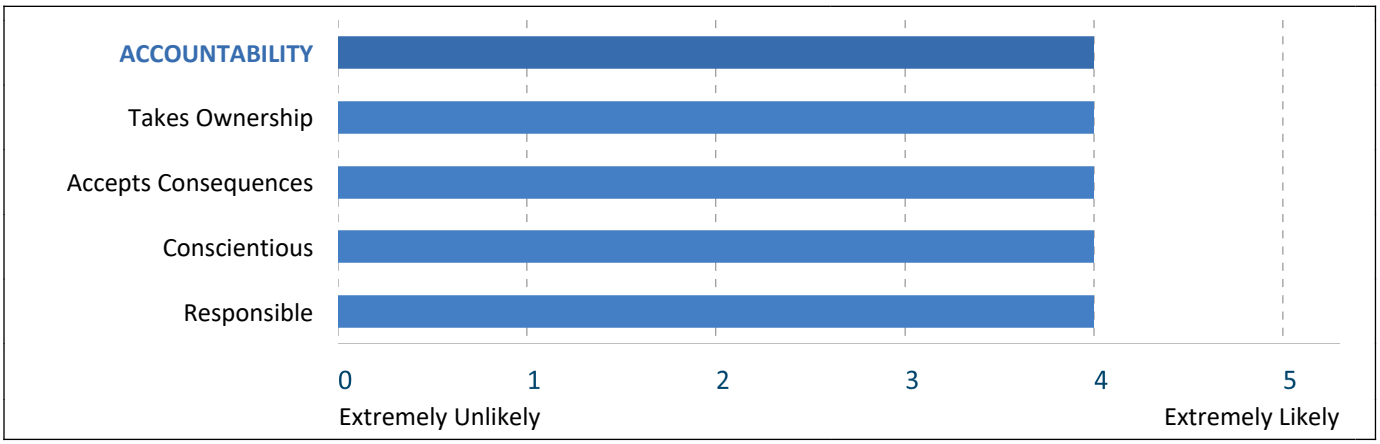
Takes Ownership: Personally engages salient, important, and challenging issues.

Accepts Consequences: Acknowledges responsibility to justify decisions, actions, and outcomes. Agrees to be held accountable.

Conscientious: Remains dependable and reliable. Stays attentive and performs duties thoroughly and well.

Responsible: Acknowledges personal obligations as part of one's role. Stands answerable for decisions and actions.

The chart below displays your ratings for Accountability and its key elements.



ACCOUNTABILITY RESOURCES

READ

How Real Leaders Demonstrate Accountability Michael Hyatt (2014)

Self-Accountability Empowers Solopreneurs (Ideavist, 2011)

Two Concepts of Accountability: Accountability as a Virtue and as a Mechanism Mark Bovens (West European Politics, 2010)

QBQ! The Question Behind the Question: Practicing Personal Accountability at Work and in Life John G. Miller (Putnam Adult, 2004)

Mistakes Were Made (But Not by Me): Why We Justify Foolish Beliefs, Bad Decisions, and Hurtful Acts Carol Tavris & Elliot Aronson (Mariner Books, 2008)

Leadership in the Fire-Fighter Service Gerard Seijts (2014)

Accountability: Accepting Responsibility, Taking Ownership Gerard Seijts & Kimberley Young Milani (2019)

"You must take personal responsibility. You cannot change the circumstances, the seasons, or the wind, but you can change yourself. That is something you have charge of."

– Jim Rohn

WATCH

Maple Leaf Foods Apology (YouTube, 2011)

A salient example of a failure of accountability and compassion: Milgram Experiment: Jeroen Busscher (YouTube, 2015)

The Psychology of Evil TED Talk by Professor Phillip Zimbardo (2008)

LEARN

To increase the virtue of accountability in yourself and those around you, foster a culture in your workplace where mistakes are seen as learning experiences that can be used to improve future outcomes as opposed to opportunities for employees to engage in finger-pointing and excuses. Own up to small mistakes and encourage others to do the same. When mistakes are not automatically connected to finger-pointing and denial it is easier to take responsibility, accept reality, and learn from the experience to improve the future.

Note: View this report on your computer for links to all of the media resources.

JUSTICE

Strives to ensure that individuals are treated fairly and that consequences (positive or negative) are commensurate with contributions. Remains objective and keeps personal biases to a minimum when making decisions. Provides others with the opportunity to voice their opinions on processes and procedures. Provides timely, specific, and candid explanations for decisions. Seeks to redress wrongdoings inside and outside the organization.

ELEMENTS

Fair: Ensures that consequences are appropriate to the circumstances.

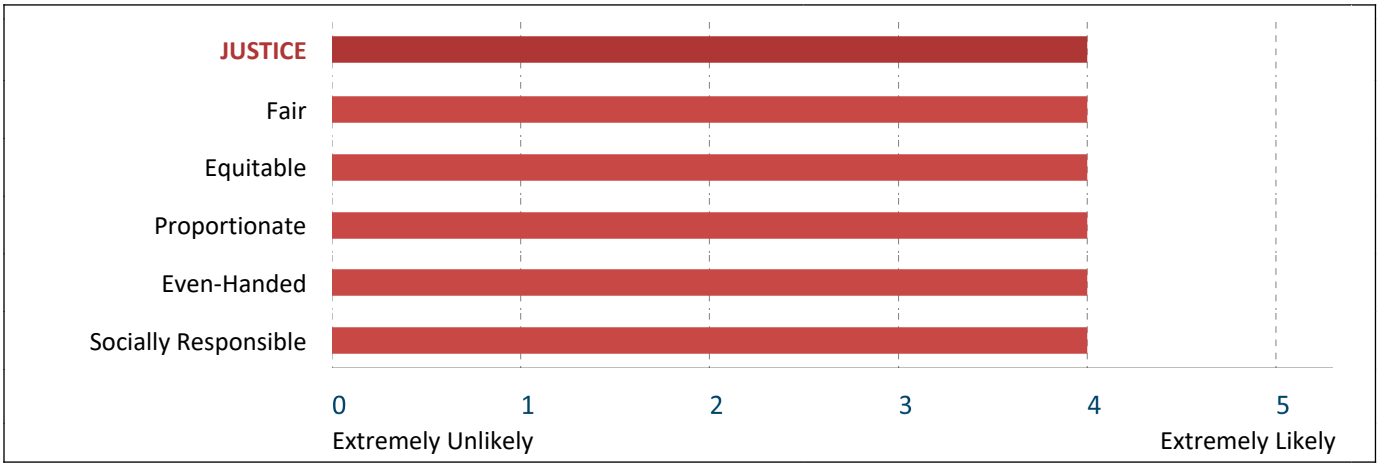
Equitable: Applies due processes and appropriate standards for all. Remains open and transparent in procedures.

Proportionate: Ensures that responses and outcomes are commensurate with the circumstances. Ensures that rewards or sanctions fit the situation.

Even-Handed: Remains impartial and unbiased in the treatment and judgment of others.

Socially Responsible: Is aware of injustices inside and outside the organization and seeks to redress them.

The chart below displays your ratings for Justice and its key elements.



JUSTICE RESOURCES

READ

Are You Just a Leader or a Just Leader? Deborah Mills-Scofield (SmartBrief, 2016)

Defining Respectful Leadership Niels van Quaquebeke (Erasmus Centre for Leadership Studies, 2011)

Justices Take Up Battle Over Exxon Valdez Linda Greenhouse (New York Times, 2008)

Justice: What's the Right Thing to Do? Michael J. Sandel (Farrar, Straus & Giroux, 2010)

The Divide: American Injustice in the Age of the Wealth Gap Matt Taibbi (Spiegel & Grau, 2014)

Justice: The Benefit of an Evolved Morality Gerard Seijts & Kimberley Young Milani (2019)

The Application of Leader Character to Building Cultures of Equity, Diversity, and Inclusion Gerard Seijts & Kimberley Young Milani (Business Horizons, 2022)

"You do not take a man who for years has been hobbled by chains, liberate him, bring him to the starting line of a race, saying, 'You are free to compete with all the others,' and still justly believe you have been completely fair."

– Lyndon B. Johnson, Former U.S. President

WATCH

A Few Good Men "You Can't Handle the Truth" (YouTube, 2008)

Does Money Make You Mean? TED Talk by Paul Piff (2013)

Craig Kielburger Case Video Series Ian O. Ihnatowycz Institute for Leadership (2012)

Harvard University Free Online Course on Justice Michael Sandel (Harvard University)

Speech: Mia Mottley, Prime Minister of Barbados at the Opening of the #COP26 World Leaders Summit (YouTube, 2021)

A Conversation With The Honourable Murray Sinclair (YouTube, 2021)

A Conversation on Leadership and EDI With the Raptors' John Wiggins (YouTube, 2021)

Racism is Our Pandemic: A Conversation With Wes Hall (YouTube, 2021)

LEARN

Employees are happiest when they feel they are treated fairly at work. As a leader you can help ensure that employees feel they are being treated fairly by being transparent about how rewards like bonuses, raises, and promotions are awarded. This sort of transparency can be challenging to enact and monitor but is worthwhile when it results in motivated, engaged, and loyal employees.

Note: View this report on your computer for links to all of the media resources.

HUMILITY

Lets accomplishments speak for themselves, acknowledges limitations, understands the importance of thoughtful examination of one's own opinions and ideas, and embraces opportunities for personal growth and development. Does not consider oneself to be more important or special than others, is respectful of others, and understands and appreciates others' strengths and contributions.

ELEMENTS

Self-Aware: Is mindful of one's own personal feelings, thoughts, values, motives, reactions, and behaviour.

Modest: Does not call "undue attention" to one's accomplishments.

Reflective: Frequently examines one's mental models and thinking habits to cultivate constructive thought patterns and conduct.

Curious: Demonstrates a genuine fascination with a wide variety of topics, expresses a keen interest in seeking out new information and novel experiences, and approaches these learning opportunities with an open, inquisitive, non-judgmental attitude.

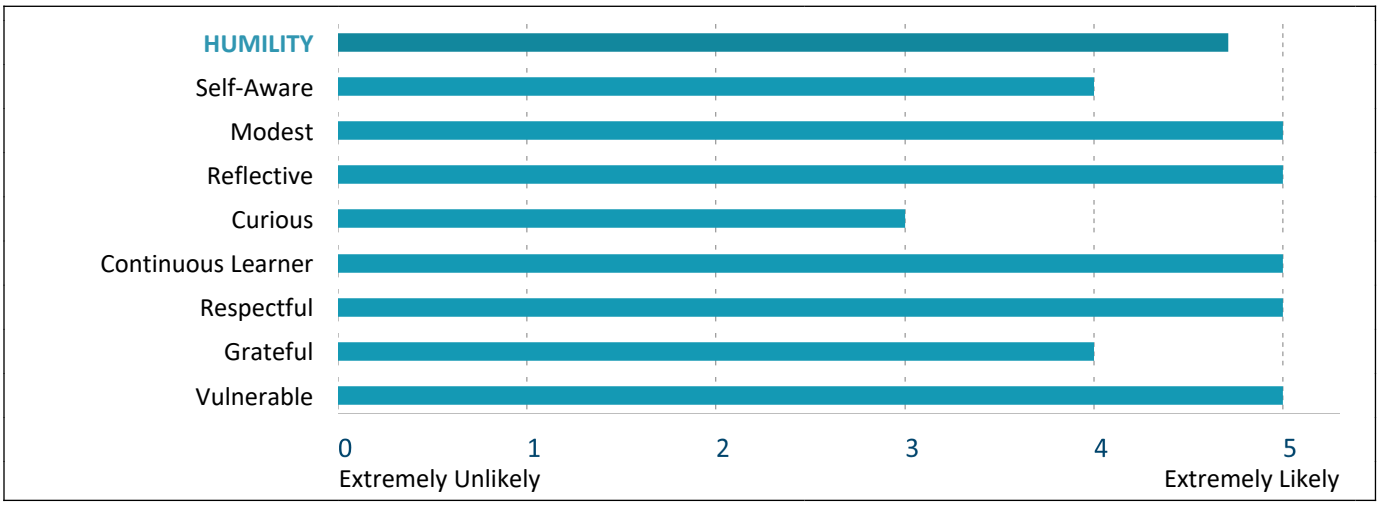
Continuous Learner: Seeks and enjoys new opportunities to learn and grow on a continuous basis.

Respectful: Treats others with dignity, especially when providing feedback. Remains tolerant, civil, courteous, and constructive with others.

Grateful: Sincerely acknowledges and appreciates others' contributions. Feels thankful for the things received in life.

Vulnerable: Lets others see one's true self.

The chart below displays your ratings for Humility and its key elements.



HUMILITY RESOURCES

WATCH

The Power of Vulnerability TED Talk by Brené Brown (2010)

President Obama: "I'm Really Proud of All of You" (YouTube, 2012)

Are You Choosing Curiosity Over Being Right? The Conscious Leadership Group (YouTube, 2015)

Fred Rogers Accepts the Lifetime Achievement Award at the 24th Annual Daytime Emmy Awards (YouTube, 1997)

Good to Great: Level 5 Leadership Jim Collins (2014)

"There is nothing noble in being superior to your fellow man; true nobility is being superior to your former self."
– Ernest Hemingway

READ

Daring Greatly: How the Courage to Be Vulnerable Transforms the Way We Live, Love, Parent, and Lead Brené Brown (Gotham, 2012)

Giving One Pause: Learn How Cultivating Humility Can Drive Success, Even in the Most Time-, Budget-, and Attention-Stressed Workplaces Nance Guilmartin (ATD, 2010)

The Paradox of Humility in American Business and Society Doug Guthrie (Forbes, 2013)

Humility Is Key to High Performance and Effective Leadership Michael G. Foster (School of Business, University of Washington, 2012)

Why Gratitude Makes Leaders More Effective (Entrepreneur Media, Inc., 2019)

The Power of Curiosity Kathy Taberner & Kirsten Siggins (Morgan James Publishing, 2015)

Humility: Valuing Everybody's Contribution Gerard Seijts & Kimberley Young Milani (2019)

LEARN

Take some time to assess and reflect on both technical and interpersonal aspects of your leadership that require development. A formal 360 assessment is a good place to start. When reviewing the feedback you receive it can be helpful to adopt a curious versus a judgmental attitude – toward both yourself and those providing the feedback. This can lessen any critical or defensive reactions and allow for more thoughtful processing of the feedback. Once you have reviewed your feedback, identify your priorities for improvement and the specific action steps that you will take to enhance your performance. Give some thought to others who excel in areas where you do not. Actively seek out their advice and leverage their expertise. Demonstrating a willingness to recognize areas requiring growth creates conditions for greater learning and development – we cannot begin to solve issues that we refuse to acknowledge or thoughtfully consider.

Note: View this report on your computer for links to all of the media resources.

HUMANITY

Demonstrates genuine concern and care for others, and can appreciate and identify with others' values, feelings, and beliefs. Has a capacity to forgive and not hold grudges. Understands that people are fallible and offers opportunities for individuals to learn from their mistakes.

ELEMENTS

Considerate: Makes the effort to understand what others are experiencing, thinking, and feeling. Acknowledges and appreciates others' viewpoints even when disagreeing with them.

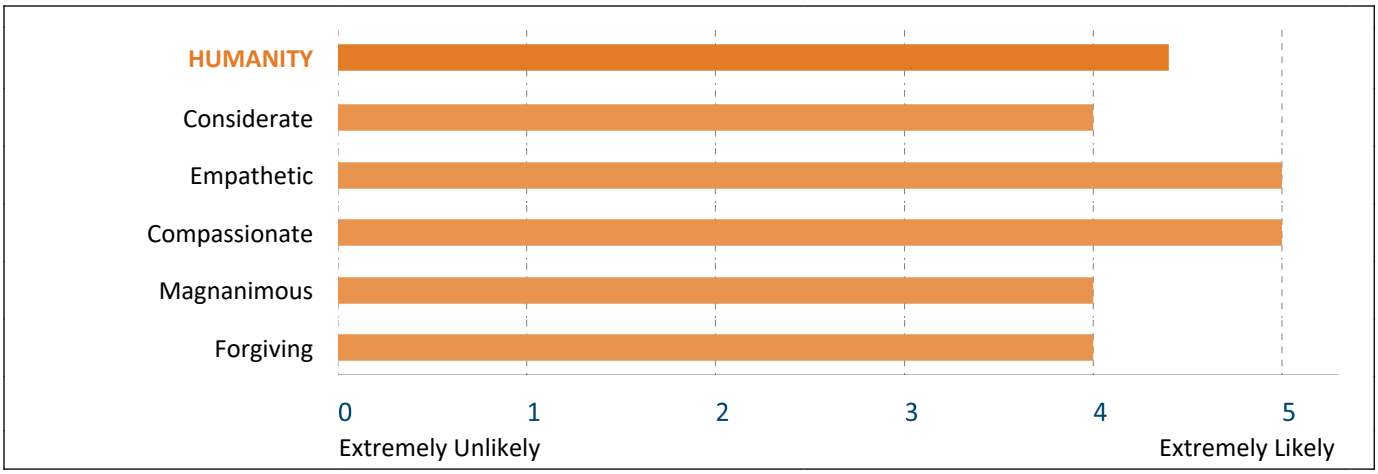
Empathetic: Is sensitive to others' values, feelings, and beliefs. Readily puts oneself in others' shoes.

Compassionate: Demonstrates care for others and actively promotes their well-being.

Magnanimous: Remains "big-spirited", generous, and/or forgiving.

Forgiving: Responds to mistakes with patience and understanding. Gives people a fair chance to learn and improve.

The chart below displays your ratings for Humanity and its key elements.



HUMANITY RESOURCES

WATCH

The Power of Empathy RSA Shorts (YouTube, 2013)

Finding Purpose and Managing Stakeholders: The New Story of Business R. Edward Freeman (YouTube, 2020)

Truly Human Leadership TEDx Talk by Bob Chapman (2012)

Everyday Leadership TED Talk by Drew Dudley (2010)

Clinton: Lessons Learned From Mandela (YouTube, 2006)

Six Habits of Highly Empathic People Roman Krznaric (Greater Good Berkeley, 2012)

"Strength of character means the ability to overcome resentment against others, to hide hurt feelings, and to forgive quickly."

– Lawrence G. Lovasik

READ

Why Compassion in Business Makes Sense Emma Seppala (Greater Good Berkeley, 2013)

Why We Need Kind and Compassionate Leaders Ray Williams (Psychology Today, 2012)

Resonant Leadership: Renewing Yourself and Connecting With Others Through Mindfulness, Hope, and Compassion Richard E. Boyatzis & Annie McKee (Harvard Business Review Press, 2005)

Building Leaders the West Point Way: Ten Principles From the Nation's Most Powerful Leadership Lab Joseph Franklin (Thomas Nelson, 2007)

The Art of Forgiveness, Lovingkindness, and Peace Jack Kornfield (Bantam, 2008)

Leading With Kindness: How Good People Consistently Get Superior Results William F. Baker & Michael O'Malley (AMACOM, 2008)

Nice Guys Can Win Bill Furlong (Ivey School of Business/Huffington Post, 2014)

Humanity: We Are Not Independent but Interdependent Gerard Seijts & Kimberley Young Milani (2019)

LEARN

Leaders who are uncomfortable with strong feelings and emotions can struggle with demonstrating elements of humanity. Your discomfort can result in you appearing cold, distant, or disinterested. When others are communicating personal or professional challenges, resist your instinct to distance yourself from the situation. People are not necessarily looking to you to solve their problems. Many times, quiet, engaged listening is all that is required. Nod and maintain eye contact to indicate listening. Respond with how you think they are feeling (e.g., "This must be a difficult time for you"). Offer whatever help seems reasonable.

Note: View this report on your computer for links to all of the media resources.

TRANSCENDENCE

Draws inspiration from excellence or appreciation of beauty in such areas as sports, music, arts, and design. Sees possibility where others cannot. Has a very expansive view of things both in terms of taking into account the long term and broad factors. Demonstrates a sense of purpose in life.

ELEMENTS

Appreciative: Admires the character, skills, or successes of others. Enjoys beauty in things such as great design, art, music, sports, or natural beauty in the environment.

Inspired: Is stimulated by brilliant or timely ideas or influences.

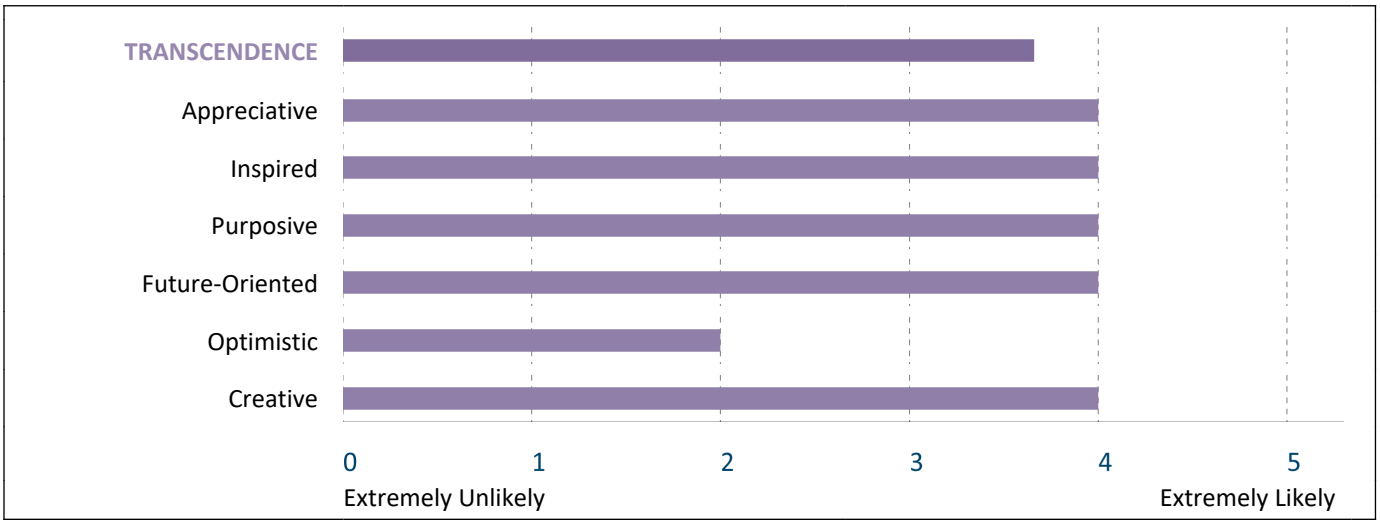
Purposive: Has a strong sense of personal mission or orientation in life. Finds personal meaning in work.

Future-Oriented: Sees the big picture and views things over the long term.

Optimistic: Finds real positives in situations, often where others do not. Despite challenges, remains confident about the future.

Creative: Generates unique and original ideas. Finds practical, innovative solutions and ways to do things.

The chart below displays your ratings for Transcendence and its key elements.



TRANSCENDENCE RESOURCES

LEARN

Reserve time to step outside your everyday routine to elevate your perspective. Take a walk and make a point of acknowledging the natural beauty around you (sun sparkling on water, vibrant colours of autumn leaves, a child's laughter). These moments provide an opportunity to calm, refresh, and inspire our minds and nourish the spirit. Mindfulness meditation is another way of achieving an elevated perspective and refreshing the mind and body. "Mindfulness" is one of those unconventional ideas that is moving into the mainstream. More leaders are recognizing the benefits that mindfulness meditation can offer. This includes an ability to be "present" in the moment – giving their full attention to what is happening now, as well as bringing a calm, focused, and clear approach to problem solving. But now it is common to recognize the benefits that mindfulness, and the meditation associated with it, can bring to people in the workplace. From Mindful Leadership by Maria Gonzalez.

"In the highest sense, work is meant to be the servant of man, not the master. It is not so important what shape or form our work may take; what is vitally important is our attitude toward that work. With love and enthusiasm directed toward our work, what was once a chore and hardship now becomes a magical tool to develop, enrich and nourish our lives."

– Edmond B. Szekely (1973)

WATCH

How Top CEOs Cope With Constant Stress: An Interview With Justin Menkes (Harvard Business Review, 2011)

Why Great Ideas Get Rejected TEDx Talk by David Burkus (2013)

Why We Do What We Do TED Talk by Tony Robbins (2006)

The Transformative Power of Classical Music TED Talk by Benjamin Zander (2008)

How Great Leaders Inspire Action TED Talk by Simon Sinek (2009)

Life at 30,000 Feet TED Talk by Richard Branson (2007)

Neil deGrasse Tyson Says America Has Lost Its Exploratory Compass at Rice's 100th Commencement (YouTube, 2013)

"Prisoner of Hope" - Archbishop Desmond Tutu - Social Good Summit 2011 Conclusion (YouTube, 2013)

READ

The Ten Faces of Innovation: IDEO's Strategies for Defeating the Devil's Advocate and Driving Creativity Throughout Your Organization Tom Kelley & Jonathan Littman (Currency, 2005)

Learned Optimism: How to Change Your Mind and Your Life Martin E. Seligman (Vintage, 2006)

The Art of Possibility: Transforming Professional and Personal Life Rosamund Stone Zander & Benjamin Zander (Penguin, 2002)

Transcendence: The Expansive View Gerard Seijts & Kimberley Young Milani (2019)

Astrophysics for People in a Hurry Neil deGrasse Tyson (WW Norton, 2017)

Note: View this report on your computer for links to all of the media resources.

Developing Your Leader Character

In almost every conversation on leader character – no matter the composition of the audience – a predictable question emerges: Can character be taught or developed in people? The answer to this question is relatively simple: people have the potential to continually learn, modify, adapt, and experiment as they make their way in life. This applies to both competencies and character. Both anecdotal evidence and empirical research confirms that character and its myriad dimensions and elements can be developed in people – they are habits.

There is an extensive amount of information provided in this report. With the knowledge you have now, you have a way to understand the dimensions of character and their associated elements. It will take time to absorb the information and you should return to the report in the weeks and months ahead to remind you of both your strengths and your opportunities for development. The first step in developing character is enhancing your awareness of the dimensions and elements. Then, you can apply your understanding of character in both your personal and professional life. The following are some suggestions to help you in the process. This report also contains a Leader Character Development Plan that can be found in Appendix C. You can use this plan to help focus and guide your development efforts.

1. Pick one of your weaker dimensions. Examine the elements that it contains. Focus on some activities that will help you develop this dimension of character.
2. Recognizing that the dimensions are inter-related, map out for yourself how they may be related. For example, if you are weak on Courage because you lack confidence, consider where that lack of confidence comes from the other dimensions. It could be related to Humility, for example, if you have false modesty based on fear of looking bad in front of others. Or perhaps you are lacking in elements of Drive and Transcendence that may provide the vigour and inspiration that encourage you to challenge your comfort zone.
3. Opportunities to develop and strengthen character exist in everyday activity. Once you begin to enhance your understanding of the dimensions and elements and what these look like in terms of behaviours, you can begin to work on the areas that warrant improvement. Ask yourself "What could I do differently to demonstrate growth on an identified dimension or element?" For example, developing capacity for Temperance is a challenge for most people. Over time, you can learn to move from regulating initial reactions such as anger or resentment, to not having some of those initial reactions in the first place. Oftentimes, such impulses are rooted in weakness in other dimensions, such as Humility or Courage.
4. This assessment does not provide simple solutions, so be careful not to look for them. The opportunity to develop character is extensive and life-long. It requires a deliberate effort on your part, together with making a sincere commitment to setting improvement goals, stretch assignments to work on those goals, seeking and working with constructive feedback, accepting coaching and so forth.
5. As you work to develop your own character, you will identify weaknesses that will take time to resolve. It is natural to want to complement your weaknesses with others who have those strengths. However, managing around your weaknesses is not a permanent solution. People always run the risk that a particular dimension becomes excessive, such that Courage turns into recklessness or Temperance becomes risk aversion – impairing one's Judgment. Consider that a key to this complementarity is that you can actively learn from one another.

In Conclusion

Keep in mind that your character is formed through experience and becomes a habit. There's a famous saying that illustrates this point:

> *"Be mindful of your thoughts, for they become words.*
> *Be mindful of your words, for they become actions.*
> *Be mindful of your actions, for they become habits.*
> *Be mindful of your habits, for they become character.*
> *Be mindful of your character, for it becomes your destiny."*

Character shapes thoughts, words, and actions. Yet, habits may prevent the development of character. For example, a strong ego that has been built to defend your identity makes it difficult to develop Humility and be open to learning experiences. So, when people believe that character is developed at an early age, they are in part correct, since there comes a time when habits are difficult to break, but it is never too late. Unfortunately, many people only discover this when they face moments of adversity. Character strengths and weaknesses are exposed in these moments. Profound life events provide crucible moments that can develop or undermine character. Being fired, having your work praised or criticized, being passed over for a promotion or being promoted when you didn't think you were ready, finding yourself disadvantaged through unfair assessment, or being accused of harassment, plagiarism, or other forms of unethical behaviour are all examples of events that can shape character.

Less dramatic, but no less important, are those events that reinforce good character. The acknowledgement, praise, recognition, or reward that come to people for doing the right thing or acting in the right way are critical to character development, especially when offered during an individual's formative years. Selection for a valued assignment or a promotion further reinforces such behaviours and hence the development of character.

The opportunity for character development is available in everyday living. We have offered some developmental exercises in the report that you can undertake today; however, there are plenty of opportunities to develop character since it is part of your everyday: your job, your life, and your relationships. For example, reflection about why you might be impatient, excessive, stubborn, or careless provides the raw material for examining and developing character.

Although the report has described each dimension of character, your associated score, and how you can develop it, we have continually reinforced the point that the dimensions support one another and are interdependent. Therefore, exercises to develop Courage, for example, also bring with them opportunities to develop the other dimensions since you need to exercise Judgment about what you are doing and perhaps exercise some Temperance and Accountability in the process.

Developing Leader Character in Others

Character development extends beyond you. There is much that you can do to develop leader character in others. Simply talking about character, making it a legitimate and valued topic of conversation, stimulates discussion and facilitates individual reflection. Working towards developing leadership profiles that incorporate character will emphasize the importance and promote discussion of it, especially in the context of developmental coaching. Conversely, when leadership profiles only address competencies and commitment, they implicitly, if unintentionally, suggest that character is not important.

Even explicit values statements in organizations often turn out to be nothing more than posters or plaques on the wall because people often lack the underlying character to exercise the values. Bringing character into the discussion and application of values will bring much needed support. For character to find the spotlight it deserves, leaders need to see and seize opportunities to develop and illuminate it.

Appendix A: Peer Comparison

This Appendix presents your score on each dimension and corresponding element relative to the average score obtained by a comparison group of leaders who have taken the LCIA in the past.

IMPORTANT: As you review this section of the report, keep in mind that this information compares your own self-perception with the self-perceptions of others. Differences between your own and others' self-perceptions may reflect true differences on the character dimensions and elements but may also reflect differences in the use and interpretation of the rating scale. For instance, some individuals may interpret the extreme high end of the rating scale as so high or extreme that they may never use it, while others are more comfortable using it. As a result, scores that are lower than the average group rating may simply reflect a more conservative or critical approach to rating oneself relative to others, while scores that are higher than average may reflect a more lenient or liberal rating style.

Here are some recommendations for interpreting the results below:

Do focus on your own pattern of scores relative to one another independent of the comparison results

Do use the comparison results to provide another perspective on your character and development opportunities

Do recognize if there is a pattern that suggests you have been too self-critical (consistently below the group average) or too lenient (consistently above the group average) in your ratings

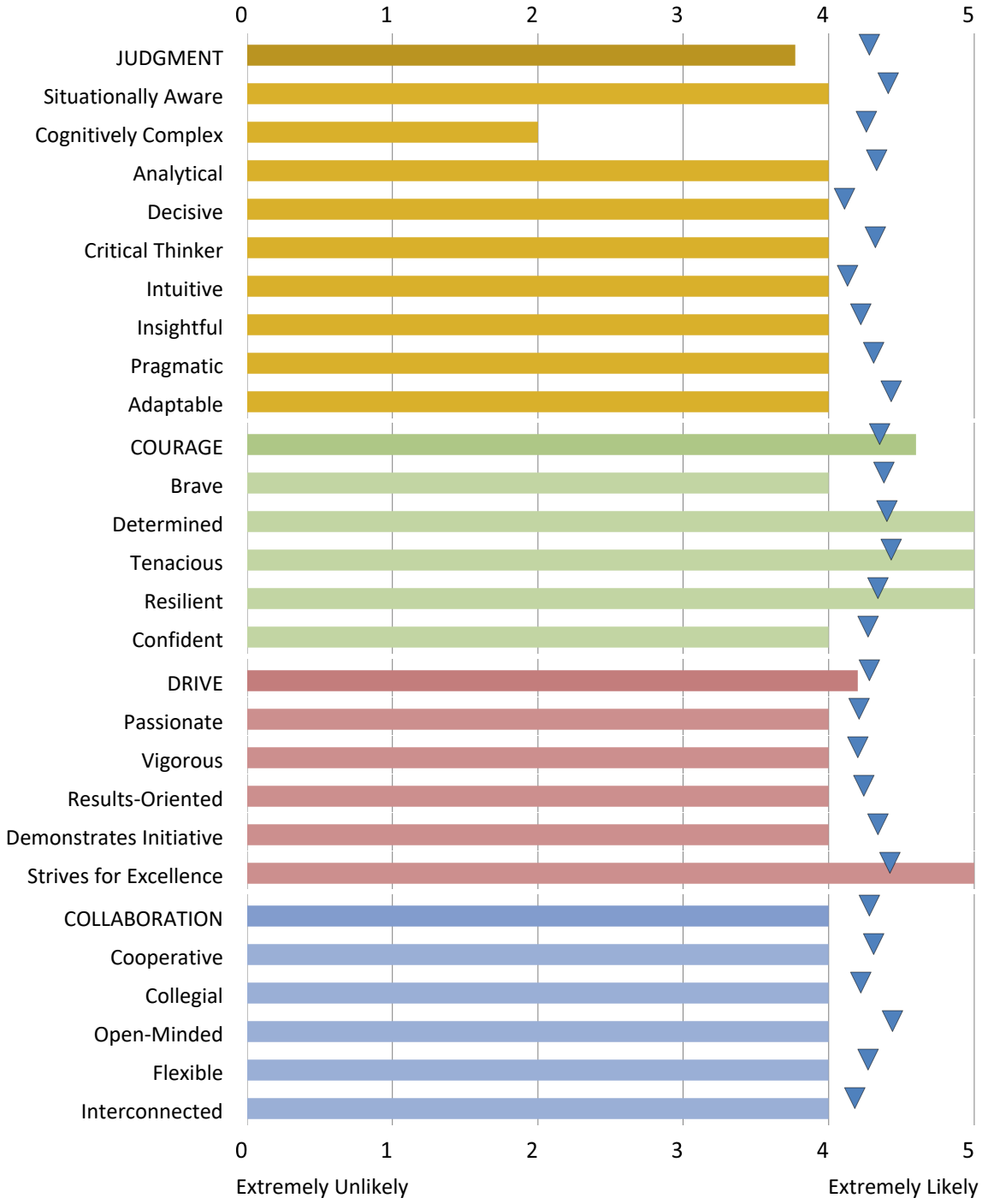
Don't place too much emphasis on small differences in scores

Don't conclude with certainty that differences between your score and scores from the comparison group reflect true differences in expression of the dimensions and elements

Do remember that when it comes to character development there is always room for improvement

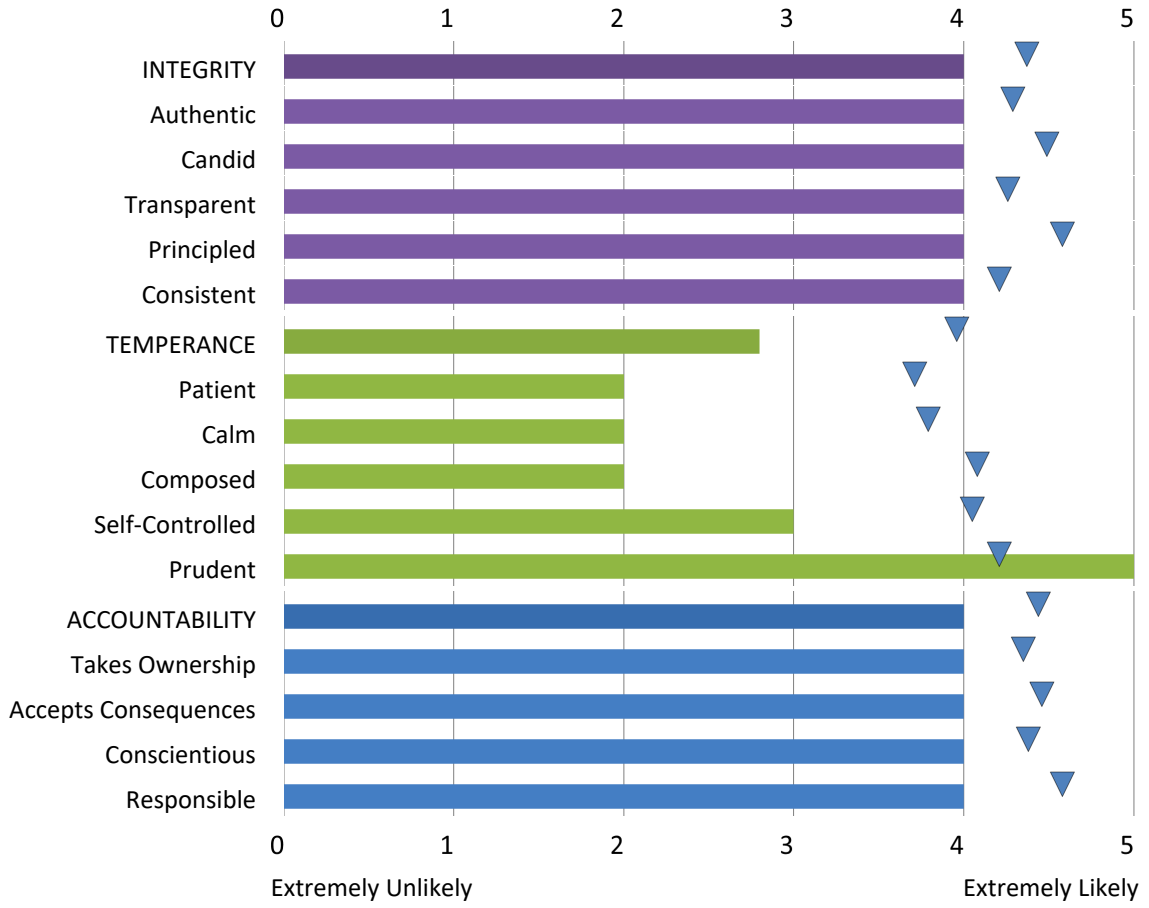
Peer Comparisons

The graphs below show your score on each dimension and element, denoted by the bar, relative to the average score obtained by a comparison group of leaders, denoted by an inverted triangle.



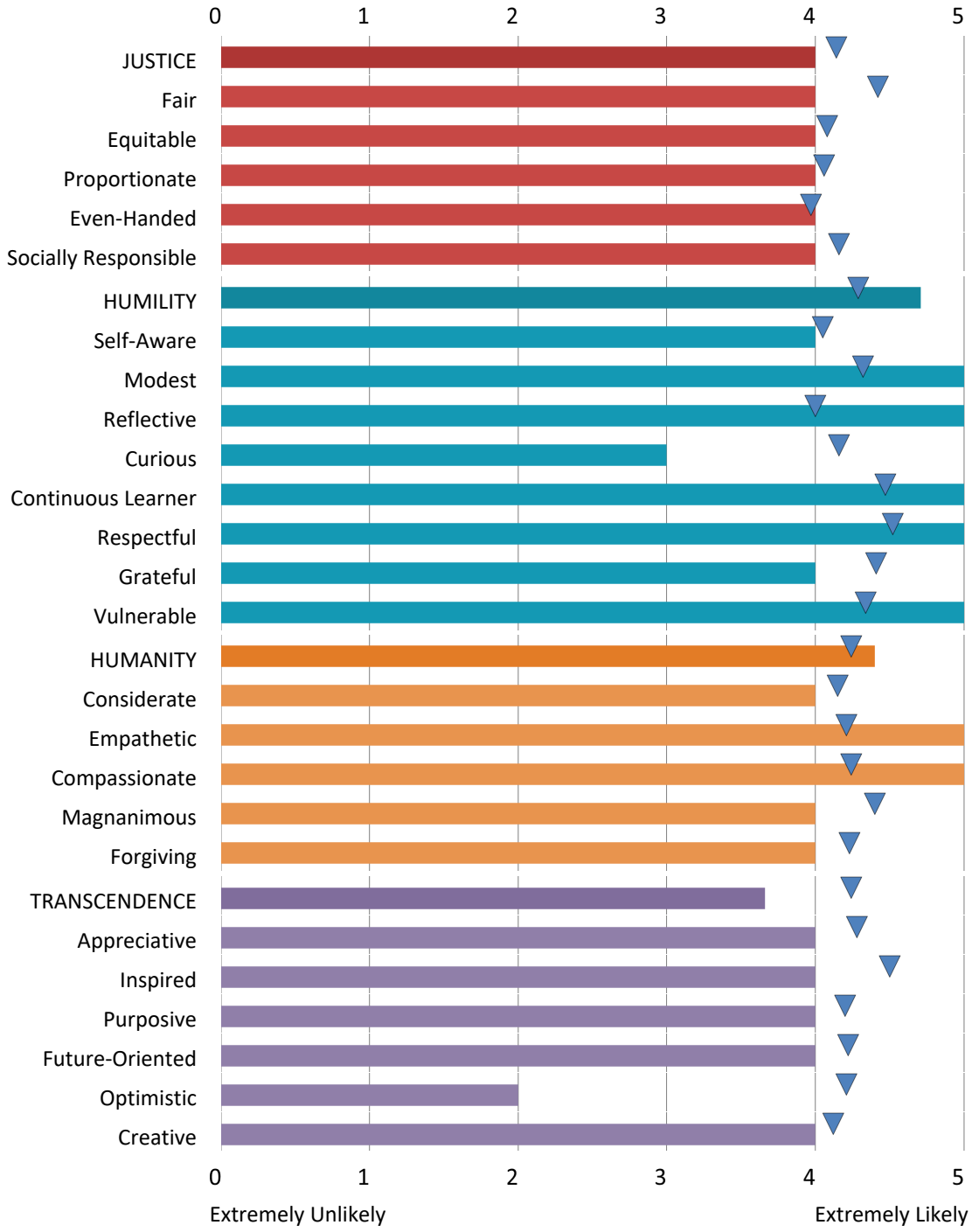
Peer Comparisons (continued)

The graphs below show your score on each dimension and element, denoted by the bar, relative to the average score obtained by a comparison group of leaders, denoted by an inverted triangle.



Peer Comparisons (continued)

The graphs below show your score on each dimension and element, denoted by the bar, relative to the average score obtained by a comparison group of leaders, denoted by an inverted triangle.



Appendix B: Additional Readings

Bhardwaj, R., & Seijts, G. H. (2021). Leader character in the boardroom. *Organizational Dynamics, 50*, 3, July–September.

Crossan, M., Mazutis, D., & Seijts, G. H. (2013). In search of virtue: The role of virtues, values and character strengths in ethical decision making. *Journal of Business Ethics, 113*, 567-581.

Crossan, M., Mazutis, D., Seijts, G. H., & Gandz, J. (2013). Developing leadership character in business programs. *Academy of Management Learning & Education, 12*, 265-284.

Crossan, M., Seijts, G. H., & Gandz, J. (2016). *Developing leadership character.* New York, NY: Routledge Publishing.

Furlong, B., & Crossan, M. (Hosts). (2020-2021). *Question of character* [Audio podcast]. https://www.questionofcharacter.com/

Gandz, J., Crossan, M., Seijts, G. H., & Stephenson, C. (2010). *Leadership on trial: A manifesto for leadership development.* London, Ontario: Richard Ivey School of Business.

Seijts, G. H., Byrne, A., Crossan, M., & Gandz, J. (2019). Leader character in board governance. *Journal of Management and Governance, 23*, 227-258.

Seijts, G. H., & Gandz, J. (2018). Transformational change and leader character. *Business Horizons, 61*, 239-249.

Seijts, G. H., & Young-Milani, K. (2021). The myriad ways in which COVID-19 revealed character. *Organizational Dynamics, 50,* 3, July–September.

Seijts, G. H., & Young-Milani, K. (2022). The application of leader character to building cultures of equity, diversity, and inclusion. *Business Horizons, 65*, 573-590.

Appendix C: Leader Character Development Plan

Developing one's character is an extensive and life-long process. It requires deliberate effort and a sincere commitment to becoming more self-aware and open to feedback to improve. Opportunities to develop and strengthen character exist in everyday activity. Once you begin to enhance your understanding of the 11 dimensions and associated behaviours, you can begin working on the areas that warrant improvement. This plan will help get you started.

Steps to Create Your Leader Character Development Plan

1. Select a dimension of character to focus on. Keep in mind that your weakest dimension may be undermining your strongest dimension. Ideally select a dimension that you are curious to learn about.
2. Respond to the questions below.
3. Seek input on your plan from a trusted peer or your supervisor.
4. You can repeat this cycle for other dimensions as well.

Dimension: _____

1. The changes I want to make are … *Be specific. Include goals that are positive (wanting to increase, improve, do more of something), and not just negative (stop, avoid, or decrease a behaviour).*
2. My main goal in making these changes are … *What are the likely consequences of action or inaction? Which motivations for change are most compelling? What will success look like?*
3. The steps I plan to take to make these changes are … *How can the desired change be accomplished? What are some specific, concrete steps (when, where, and how)?*
4. Some things that could interfere with my plan are … *What specific limiting core beliefs, events, or problems could undermine my plan? What could go wrong? How will I specifically address these challenges?*
5. Other people could help me in making these changes by … *What specific things can another person do to help me take the steps I've outlined above? Who can provide such support (accountability buddy/clearly identified peer)? How will I arrange for such support?*
6. I will know that my plan is working when … *What will happen as a result of taking the steps I've outlined in this plan? What benefits can be expected? What might indicators of progress look like?*
7. As part of this development process I learned ... *What did I learn as a result of focusing on the development of this dimension that could be leveraged in the development of other dimensions?*

Be accountable. Track your progress daily or weekly using a journal.

The LCIA Development Plan is based on the collaborative insights from SIGMA Assessment Systems, the RCMP, the CRA, CBSA, and the Ivey Business School, drawing on the work of Miller and Rollnick (2012).

Miller, W. R., & Rollnick, S. (2012). *Motivational interviewing: Helping people change*. Guilford Press.