Leadership Character Insight Assessment

LCIA – 360

April 14, 2024

Report for Sam Sample

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What is the LCIA-360?

The LCIA-360 is designed to provide you with feedback on your leadership character based on multiple perspectives. The report provides information on your self-ratings on a series of character dimensions and elements, and compares this with ratings collected from leaders, colleagues, direct/indirect reports, and other relevant raters. The report also contains specific comments from your raters designed to facilitate your character development.

This report is divided into 3 sections.

Section 1: Nature and Importance of Leadership Character

This section provides information about the nature of leadership character, including its constituent dimensions and elements. This section also explains why character is essential for effective leadership and organizational performance.

Section 2: Results Overview

The **Character Snapshot** provides an overview of your results on each character dimension. The snapshot compares your own rating on each dimension with the average rating provided by all of your raters. Use this section to quickly identify both your strengths and areas for development. The **Character Summary** summarizes your results on each element grouped according to its corresponding dimension. Your self scores on each element are compared with your average rating. Use this information to drill down on each dimension and identify specific elements that reflect strengths or development areas as others see them.

Section 3: Detailed Character Profile

This section provides detailed results on each dimension and element. The charts and tables display your own score as well as scores provided by leaders, colleagues, direct/indirect reports, and other relevant raters. Each chart is accompanied by comments provided by your raters as well as development advice and additional resources.

Section 1: Nature and Importance of Leadership Character

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

- Judgment plays a central role in character, governing how we choose to behave in various situations.
- 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 apply, develop and reflect on your character.
- All dimensions and elements of character matter and impact your behavior. Your personal effectiveness as a leader is influenced by your capacity to exercise all dimensions of character. 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-360 is different from typical personality inventories which often categorize people into personality types, and suggest that you focus on your strengths and leverage the skills of others to address your weaknesses.

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It is important to reinforce that character is foundational for 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 leader behavior and organizational outcomes.

Table 1: Impact of Character Strengths on Leader Behavior

	WHEN THE DIMENSION IS PRESENT LEADERS…
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 projects with dogged determination • Show unrelenting energy in the pursuit of objectives • Strive for excellence 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 in their business dealings and hold others to the same standard • Bring the organization's values to life in their own behavior • 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
ACCOUNTABILTY	• 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 their 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
JUDGMENT	• Consistently make good business decisions • Add insight, direction and clarity to problem solving discussions • Don't make assumptions or jump to conclusions • Tailor solutions to the situation

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Table 2: Impact of Character on Organizational Outcomes

	PRESENT	ABSENT
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	• An "every man for himself" 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 business decisions
TEMPERANCE	• There is effective risk management governed by reasoned decision-making • Thoughtful consideration (versus impulsive over-reaction) to events that impact the business	• Short term gains dictate strategy • Desire for instant gratification trumps a more measured "what is best over the long-term" approach
ACCOUNTABILTY	• 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 a perception of fairness that fosters trust • People go above and beyond what is required	• Inequities exist that erode trust • Widespread favoritism 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 projects are approached with complacency
HUMANITY	• There is a deep understanding of what is important to stakeholders that fosters unique insights and competitive advantage	• 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	• Strategy is dictated by narrow goals and objectives • There is failure to acknowledge, appreciate, or strive for excellence • People are not inspired to create and contribute
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

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Section 2: Results Overview

Your Character Snapshot

Listed below are the 11 dimensions measured by the LCIA-360. Page references to detailed feedback charts for each dimension are also provided. The dimensions are presented in order from the highest average rating given to you by all your raters to your lowest rating. The S symbols show how you rated yourself on each dimension.

You and your raters used the following response scale to indicate how likely you are to engage in behaviors that reflect the character dimensions and elements measured with the LCIA-360.

NSA	Very Unlikely				Very Likely
Not Sufficiently Acquainted	0	1	2	3	4	5

	Page	Average Ratings	Very Unlikely 0 1 2 3 4 5 Very Likely
INTEGRITY	11	4.3	
TEMPERANCE	15	4.2	
TRANSCENDENCE	19	4.2	
ACCOUNTABILITY	23	4.1	
COURAGE	27	4.1	
DRIVE	31	4.0	
JUDGMENT	35	4.0	
HUMANITY	39	3.9	
HUMILITY	43	3.9	
JUSTICE	47	3.9	
COLLABORATION	51	3.8	

Ask Yourself…

- What dimensions were rated highest and lowest by others and by yourself?
- Where are the largest gaps between your self-score and your raters' score? Pay particular attention to those dimensions where you rated yourself higher than your raters.
- Use the information on the following page to identify specific elements of a dimension that are a key strength or area for improvement.

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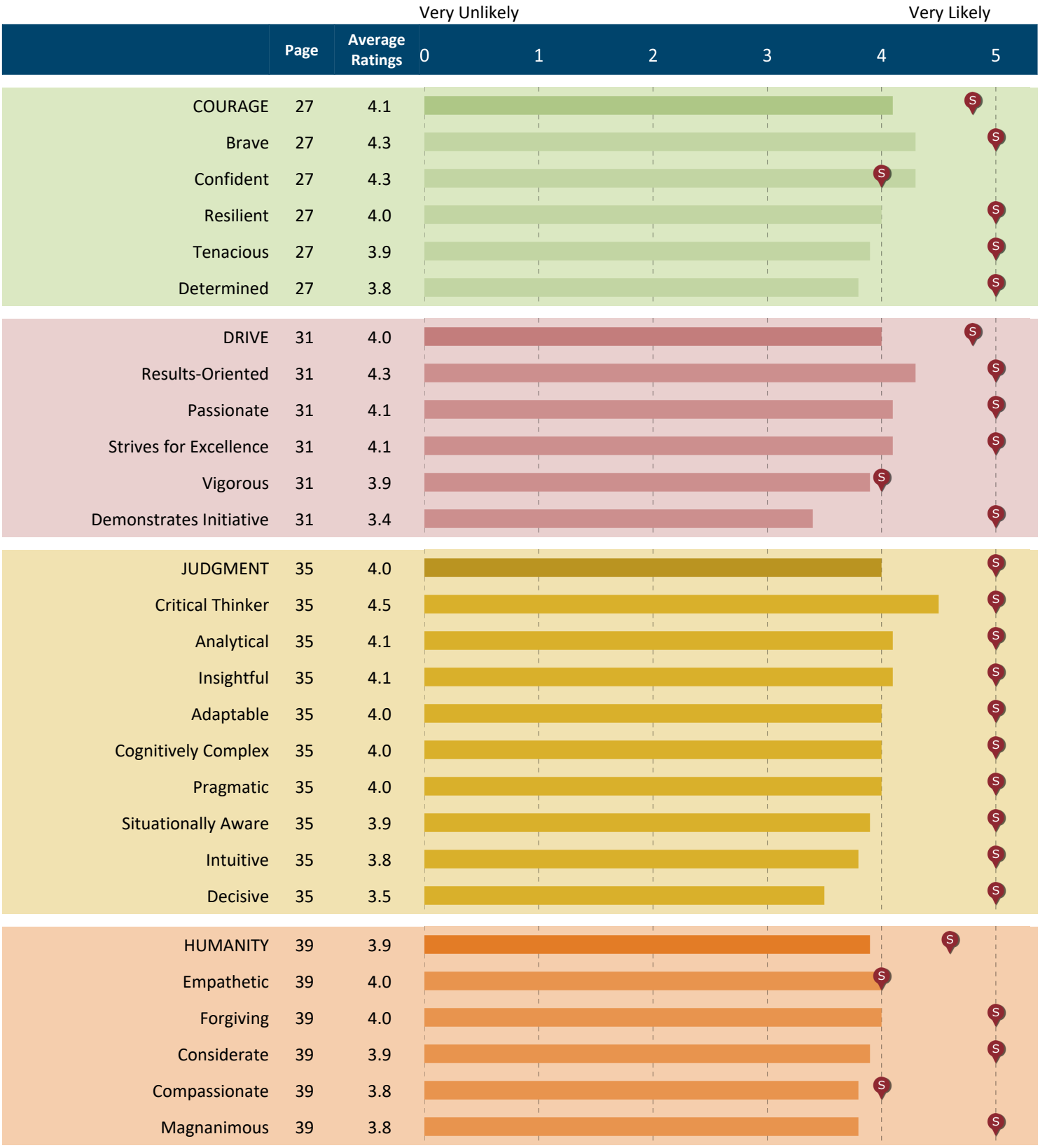
Your Character Summary

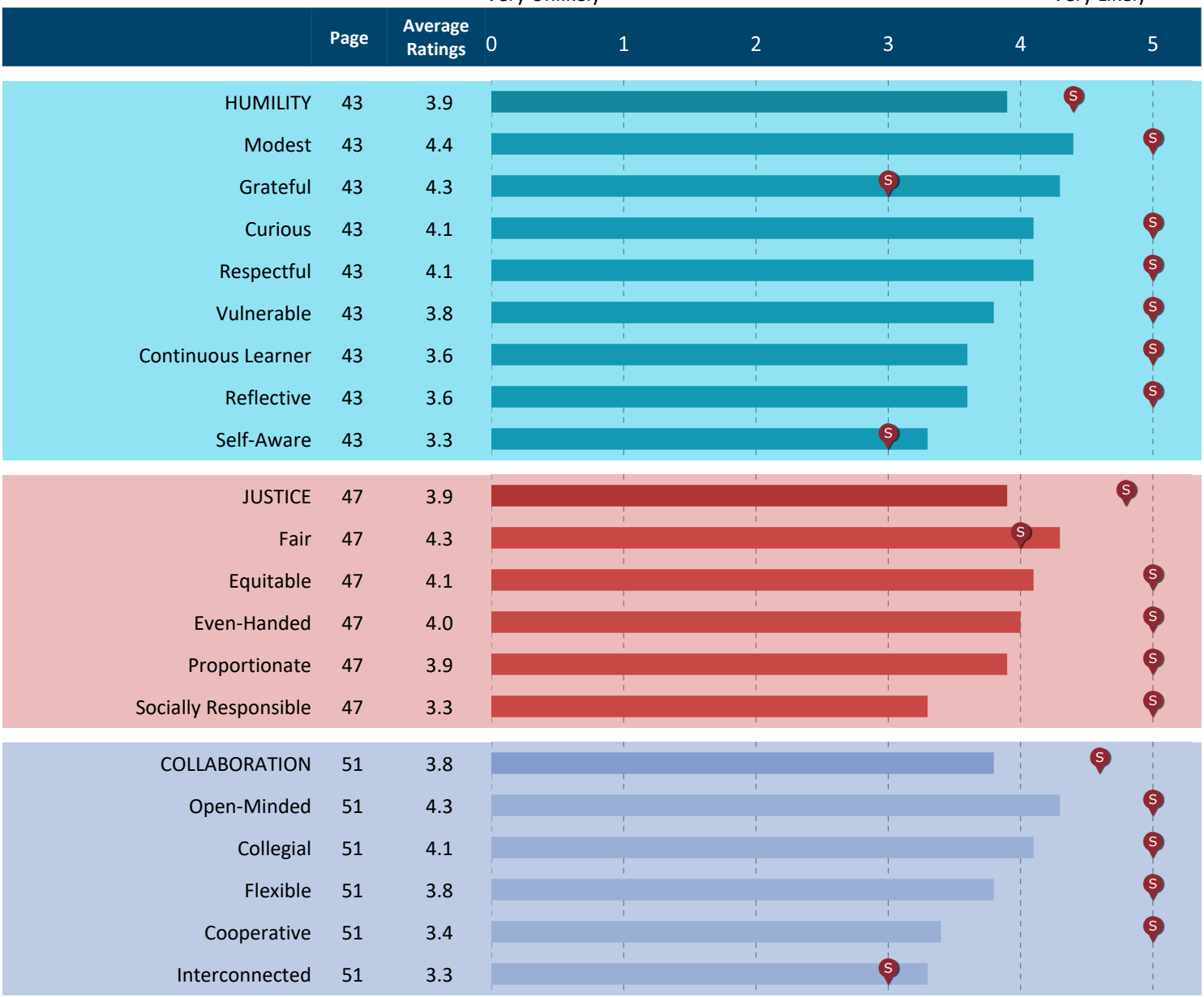
The table below lists the 11 dimensions and 61 elements measured by this survey grouped according to their corresponding dimension. The elements within each dimension are presented in order from highest to lowest based on the average ratings. Page references to detailed feedback charts for each dimension/element are provided. The bars plot the average rating score given to you by all your raters. The S symbols show how you rated yourself on each dimension and element.

	Page	Average Ratings
INTEGRITY	11	4.3
Candid	11	4.6
Principled	11	4.4
Authentic	11	4.3
Consistent	11	4.3
Transparent	11	3.8
TEMPERANCE	15	4.2
Prudent	15	4.6
Composed	15	4.4
Calm	15	4.1
Patient	15	4.0
Self-Controlled	15	4.0
TRANSCENDENCE	19	4.2
Inspired	19	4.5
Creative	19	4.4
Purposive	19	4.3
Appreciative	19	4.1
Future-Oriented	19	4.0
Optimistic	19	3.6
ACCOUNTABILITY	23	4.1
Accepts Consequences	23	4.3
Responsible	23	4.3
Conscientious	23	3.9
Takes Ownership	23	3.8

LCIA-360 Results for Sam Sample



LCIA-360 Results for Sam Sample



Section 3: Detailed Character Profile

On the pages that follow, detailed information is provided on each character dimension. This information includes your scores on the elements that comprise the dimension, information about how each dimension works with the other dimensions to influence leader behavior, and information on how to grow and develop each dimension of your character.

How to Interpret your Results

This report presents the results of your LCIA-360. It contains your self-ratings, the ratings of those who were selected to provide you with feedback, as well as their written comments. As you review this report it is important to remember that the purpose of this exercise is to support your development as a leader. The information provided in this report compares your own self-perception with others' perceptions of your behavior. Differences between these 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, lower scores provided by either yourself or your raters may simply reflect a more conservative or critical approach to the rating task, while higher scores may reflect a more lenient or liberal rating style.

Below are some recommendations for interpreting the results below:

- Do focus on your own pattern of scores relative to one another - independent of the scores your raters have provided.
- Do look out for evidence of a pattern that suggests you have been too self-critical (rating yourself consistently below the rater average) or too lenient (rating yourself consistently above the rater average) in your ratings.
- Do use the results from your raters to provide another perspective on your character and development opportunities.
- Do look for gaps between how you've rated yourself and how others have rated you. Pay particular attention to those areas where you've rated yourself higher than your raters. Don't place too much emphasis on small differences in scores.
- Don't conclude with certainty that differences between your score and scores from your raters reflect true differences in the expression of the dimensions and elements. There are many factors that can influence the accuracy of your raters' feedback. This includes how often your raters have observed your leadership behaviors and their rating proclivity (i.e., tendency to adopt a more lenient or conservative rating style).
- Do remember that when it comes to character development there is always room for improvement.

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 their 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.

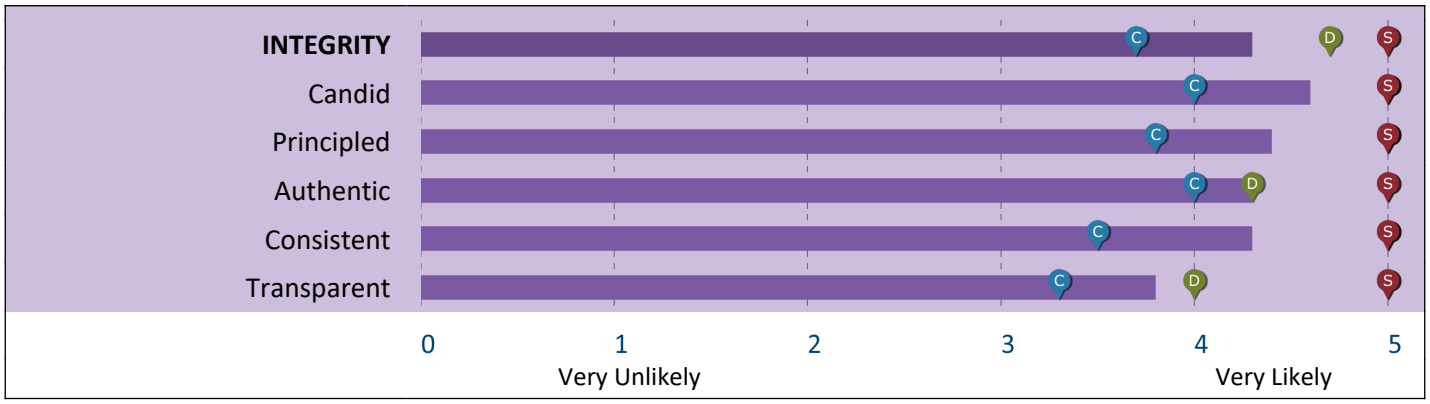
Candid: Strives to be truthful and straightforward with oneself and others. Remains forthright even in difficult situations.

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

Principled: Demonstrates high personal and professional moral standards.

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

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



Legend					
All Evaluators	Self	Leader	Collegue	Direct Report	Other
■	S	L	C	D	O

INTEGRITY (continued)

The table below lists the number of raters and range of ratings provided by your raters, your average rating across all raters, and your ratings for each rater category.

Dimension & Elements	Count		Rater Range		Average Ratings					
	Raters	NSA*	Low	High	Self-score	All raters	Leader	Colleague	Direct/Indirect Report	Other
INTEGRITY			**3.0**	**5.0**	**5.0**	**4.3**	**5.0**	**3.7**	**4.7**	**-**
Candid	6	0	4.0	5.0	5.0	4.6	5.0	4.0	5.0	-
Principled	6	3	3.0	5.0	5.0	4.4	5.0	3.8	5.0	-
Authentic	6	0	4.0	5.0	5.0	4.3	5.0	4.0	4.3	-
Consistent	6	0	3.0	5.0	5.0	4.3	5.0	3.5	5.0	-
Transparent	6	2	3.0	5.0	5.0	3.8	5.0	3.3	4.0	-

*NSA – Not Sufficiently Acquainted
- indicates that a rating was not provided
-- indicates that there were not enough ratings in this category to protect confidentiality
--- indicates that there were not enough valid ratings in all rater categories combined

Leader Details:

Candid

- **Mr. Leader**
- **Rating:** Very Likely
- **Comment:** This is a comment from your leader

Other Comments:

- Your other raters did not provide any comments.

INTEGRITY (continued)

The character elements work together to support Integrity

Integrity requires being principled while deepening those principles through exercising them in a way that is authentic and consistent. Being candid elevates Integrity since it is not just about being principled but being able to voice your principles. Transparency requires being principled and authentic to ensure communication and feedback are perceived as credible and genuine.

Integrity is critical to support other dimensions

Integrity provides an important personal anchor to the other dimensions, particularly in the case of Humanity and Collaboration that foster connections to others. Integrity ensures that Humility does not become subservience. Integrity is also a major underpinning for Accountability. Integrity also helps to inform Justice and may serve as a motivating force for Drive and Courage.

Integrity without the other dimensions is problematic

Without Humanity and Collaboration Integrity can be dogmatic and rigid. Courage and Drive are critical to exercising Integrity, as being principled, consistent and candid are not easy. Accountability ensures that you are prepared to live with the consequences that arise from acting with Integrity.

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 - £100,150 Split or Steal? (YouTube, 2008)

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)

Honesty in Conduct
Michael Josephson (Josephson Institute, 2011)

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 Press, 1972)

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

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.

LCIA-360 Results for Sam Sample

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

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

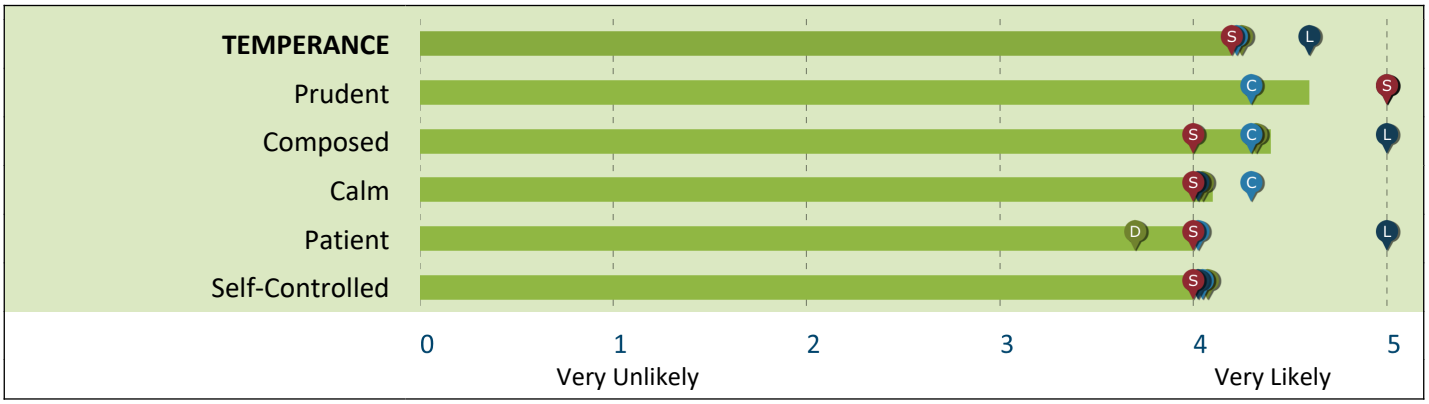
Composed: Maintains presence of mind and focus, especially in challenging situations.

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

Prudent: Demonstrates vigilance, care, and thought in his or her work.

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

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



Legend					
All Evaluators	Self	Leader	Collegue	Direct Report	Other

TEMPERANCE (continued)

The table below lists the number of raters and range of ratings provided by your raters, your average rating across all raters, and your ratings for each rater category.

Dimension & Elements	Count		Rater Range		Average Ratings					
	Raters	NSA*	Low	High	Self-score	All raters	Leader	Colleague	Direct/Indirect Report	Other
TEMPERANCE			**4.0**	**4.0**	**4.2**	**4.2**	**4.6**	**4.2**	**4.2**	**-**
Prudent	6	2	4.0	5.0	5.0	4.6	5.0	4.3	5.0	-
Composed	6	0	4.0	5.0	4.0	4.4	5.0	4.3	4.3	-
Calm	6	0	4.0	4.0	4.0	4.1	4.0	4.3	4.0	-
Patient	6	3	4.0	5.0	4.0	4.0	5.0	4.0	3.7	-
Self-Controlled	6	0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	-

*NSA – Not Sufficiently Acquainted
- indicates that a rating was not provided
-- indicates that there were not enough ratings in this category to protect confidentiality
--- indicates that there were not enough valid ratings in all rater categories combined

Leader Details:

- Your Leader(s) did not provide any comments.

Other Comments:

- Your other raters did not provide any comments.

TEMPERANCE (continued)

The character elements work together to support Temperance

Having self-control enhances the ability to remain calm and composed in difficult situations. Being prudent enables self-control and both are critical for patience. Being calm fosters the peace of mind that supports patience and self-control.

Temperance is critical to support other dimensions

The expansiveness and momentum associated with Transcendence, Drive, and Courage often require a tempering and regulation. This tempering can prevent recklessness in the case of Courage and Drive, or disconnection from reality in the case of Transcendence. Temperance helps to regulate emotions that may run high as you exercise Humanity and Collaboration in order to deepen your connections with others. The discipline associated with Temperance brings a rigor to the other dimensions and in particular helps in providing the regulation needed when Judgment dictates to dial-down on one of the dimensions.

Temperance without the other dimensions is problematic

Temperance can become very narrow without Transcendence, Courage, and Drive. Without Justice and Humanity, Temperance can become a practice of minimizing and resorting to what you can do without regard to what you need to do.

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 Spark Radio Show with Nora Young (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, 2007)

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

Mastery
Robert Greene (Viking Adult, 2012)

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.

LCIA-360 Results for Sam Sample

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.

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

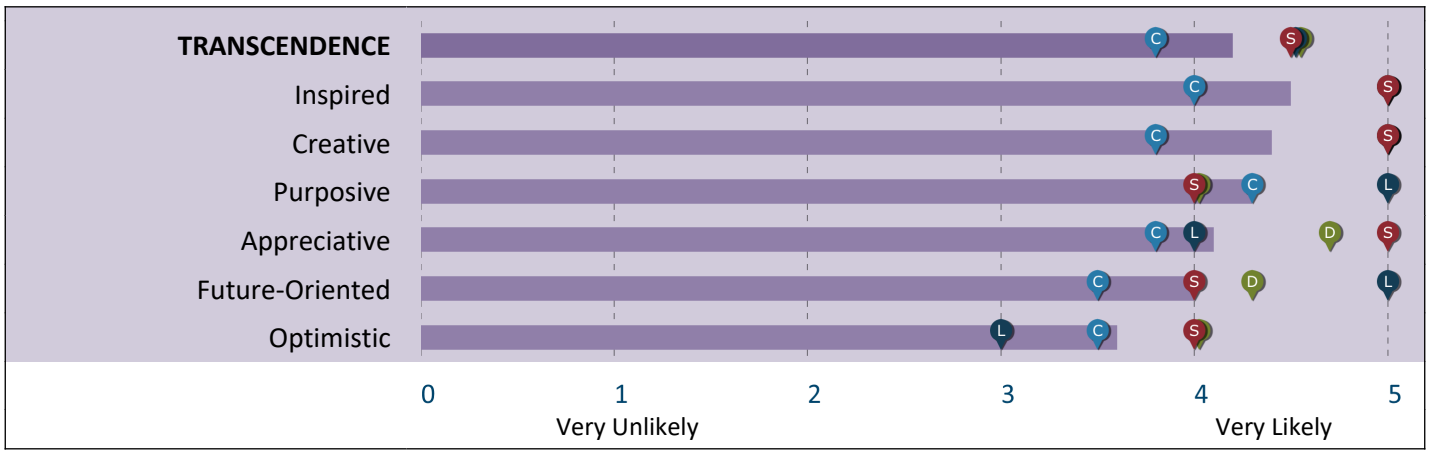
Future-oriented: Sees the big picture and views things over the long term.

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

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

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

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



Legend					
All Evaluators	Self	Leader	Collegue	Direct Report	Other

TRANSCENDENCE (continued)

The table below lists the number of raters and range of ratings provided by your raters, your average rating across all raters, and your ratings for each rater category.

Dimension & Elements	Count		Rater Range		Average Ratings					
	Raters	NSA*	Low	High	Self-score	All raters	Leader	Colleague	Direct/Indirect Report	Other
TRANSCENDENCE			**3.0**	**4.0**	**4.5**	**4.2**	**4.5**	**3.8**	**4.5**	**-**
Inspired	6	3	4.0	5.0	5.0	4.5	5.0	4.0	5.0	-
Creative	6	0	3.0	5.0	5.0	4.4	5.0	3.8	5.0	-
Purposive	6	1	4.0	5.0	4.0	4.3	5.0	4.3	4.0	-
Appreciative	6	0	3.0	5.0	5.0	4.1	4.0	3.8	4.7	-
Future-Oriented	6	1	3.0	5.0	4.0	4.0	5.0	3.5	4.3	-
Optimistic	6	1	3.0	4.0	4.0	3.6	3.0	3.5	4.0	-

*NSA – Not Sufficiently Acquainted
- indicates that a rating was not provided
-- indicates that there were not enough ratings in this category to protect confidentiality
--- indicates that there were not enough valid ratings in all rater categories combined

Leader Details:

- Your Leader(s) did not provide any comments.

Other Comments:

- Your other raters did not provide any comments.

TRANSCENDENCE (continued)

The character elements work together to support Transcendence

Being appreciative means that you notice things that others do not and that can be a great source of creativity. When you allow appreciation and creativity to inspire you, particularly in the service of something you find purposeful, it can fuel a sense of optimism. This sense of possibility can enhance your capacity to see potential future states and the bigger picture. Optimism can open your heart and mind and allow you to more fully appreciate the world around you.

Transcendence plays a critical role in supporting the other dimensions

Transcendence brings to every dimension an expanded scope of possibility. It provides the force of stretch and reach that are critical for Courage and Drive. This expanded perspective helps to ensure that dimensions such as Justice, Humanity, and Collaboration continue to grow over time. To dimensions like Humility and Temperance that require restraint, Transcendence brings a sense of meaning and motivation.

Transcendence without support from other dimensions is problematic

Transcendence in the absence of support from other dimensions can lead to not being grounded in reality. The dimensions of Temperance and Accountability are critical to providing the self-regulation that helps keep you grounded.

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 colors 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

Interview with Justin Menkes (Harvard Business Review, YouTube, 2011)

Why Great Ideas Get Rejected TED 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)

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 (Crown Business, 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)

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

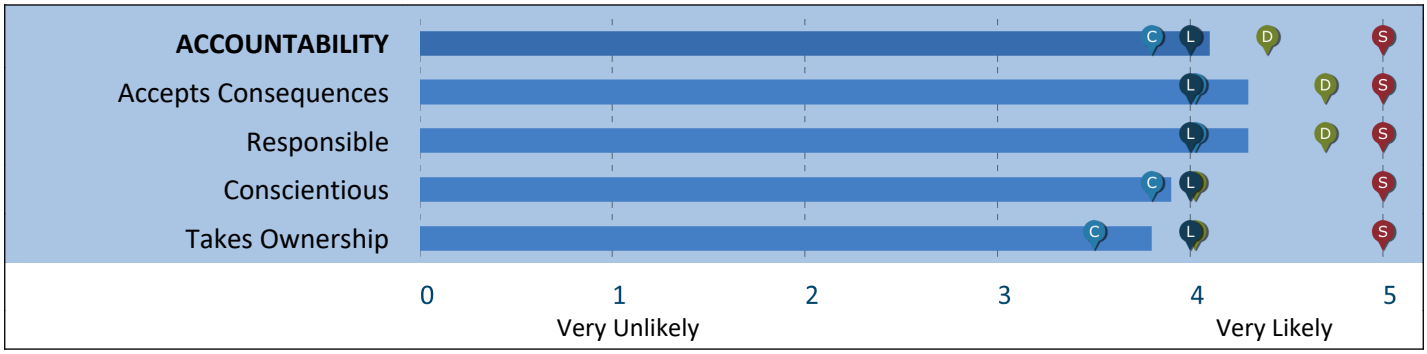
Accepts Consequences: Acknowledges responsibility to justify decisions, actions, and outcomes. Agrees to be held accountable.

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.

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

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



Légende					
All Evaluators	Self	Leader	Collegue	Direct Report	Other

ACCOUNTABILITY (continued)

The table below lists the number of raters and range of ratings provided by your raters, your average rating across all raters, and your ratings for each rater category.

Dimension & Elements	Count		Rater Range		Average Ratings					
	Raters	NSA*	Low	High	Self-score	All raters	Leader	Colleague	Direct/Indirect Report	Other
ACCOUNTABILITY			3.0	5.0	5.0	4.1	4.0	3.8	4.4	-
Accepts Consequences	6	2	4.0	5.0	5.0	4.3	4.0	4.0	4.7	-
Responsible	6	0	4.0	5.0	5.0	4.3	4.0	4.0	4.7	-
Conscientious	6	0	3.0	5.0	5.0	3.9	4.0	3.8	4.0	-
Takes Ownership	6	2	3.0	5.0	5.0	3.8	4.0	3.5	4.0	-

*NSA – Not Sufficiently Acquainted
- indicates that a rating was not provided
-- indicates that there were not enough ratings in this category to protect confidentiality
--- indicates that there were not enough valid ratings in all rater categories combined

Leader Details:

Accepts Consequences

- **Mr. Leader**
- **Rating:** Likely
- **Comment:** This is a comment from your leader

Other Comments:

- Your other raters did not provide any comments.

ACCOUNTABILITY (continued)

The character elements work together to support Accountability

Being accountable requires taking ownership and accepting consequences and both need to be done with a sense of conscientiousness and responsibility.

Accountability is critical to support other dimensions

Accountability brings a true sense of accounting to the other dimensions. It ensures that the expansiveness that comes from Courage, Drive and Transcendence and the connectivity that arises from Collaboration and Humanity are anchored in a personal willingness to take ownership, accept consequences and responsibility. It brings a rigor to how you behave that supports Integrity and Temperance.

Accountability without the other dimensions is problematic

Accountability relies on the other dimensions to inform what it is you take ownership for. Without Humanity and Transcendence you can accept ownership and responsibility but fail to account for a broader range of interests. Without Courage and Drive you may lack the strength to exercise Accountability. Humility and Integrity help to ensure that being accountable occurs in a way that is not self-interested.

ACCOUNTABILITY RESOURCES

READ

How Real Leaders Demonstrate Accountability Michael Hyatt (2012)

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 and Elliot Aronson (Harcourt, 2008)

"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

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.

WATCH

Maple Leaf Foods Apology (YouTube, 2011)

Milgram Experiment: Jeroen Busscher (YouTube, 2012)

The Psychology of Evil TED Talk by Philip Zimbardo (2008)

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

LCIA-360 Results for Sam Sample

COURAGE

Does the right thing even though it may be unpopular, actively discouraged, and/or result in a negative outcome for him/her. 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.

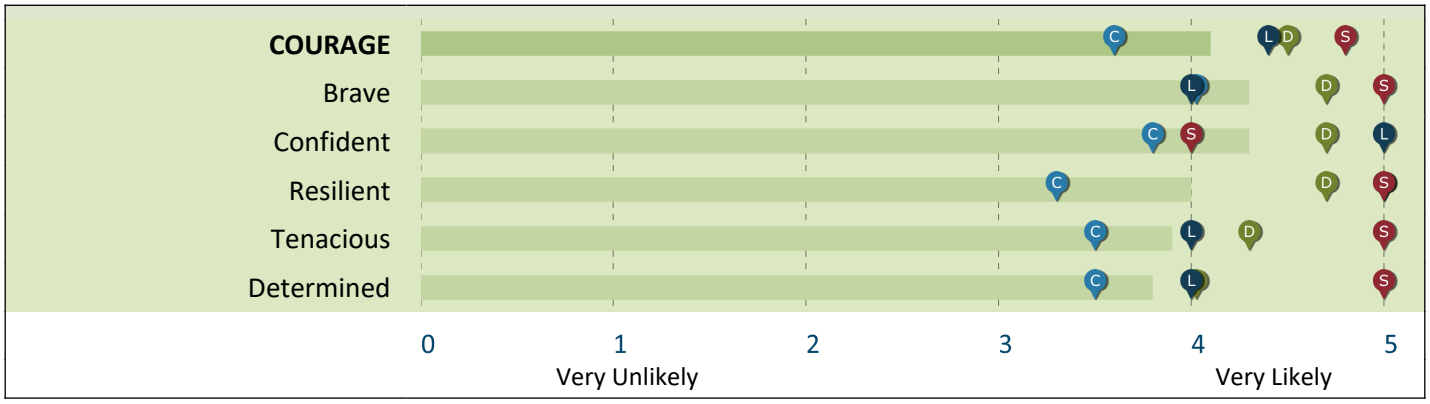
Confident: Demonstrates self-assurance in his or her abilities, decisions, and actions.

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

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

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

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



Légende					
All Evaluators	Self	Leader	Collegue	Direct Report	Other

COURAGE (continued)

The table below lists the number of raters and range of ratings provided by your raters, your average rating across all raters, and your ratings for each rater category.

Dimension & Elements	Count		Rater Range		Average Ratings					
	Raters	NSA*	Low	High	Self-score	All raters	Leader	Colleague	Direct/Indirect Report	Other
COURAGE			**3.0**	**4.0**	**4.8**	**4.1**	**4.4**	**3.6**	**4.5**	**-**
Brave	6	1	4.0	5.0	5.0	4.3	4.0	4.0	4.7	-
Confident	6	0	3.0	5.0	4.0	4.3	5.0	3.8	4.7	-
Resilient	6	3	3.0	5.0	5.0	4.0	5.0	3.3	4.7	-
Tenacious	6	0	3.0	5.0	5.0	3.9	4.0	3.5	4.3	-
Determined	6	3	3.0	5.0	5.0	3.8	4.0	3.5	4.0	-

*NSA – Not Sufficiently Acquainted

\- indicates that a rating was not provided

-- indicates that there were not enough ratings in this category to protect confidentiality

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Leader Details:

- Your Leader(s) did not provide any comments.

Other Comments:

- Your other raters did not provide any comments.

COURAGE (continued)

The character elements work together to support Courage

Bravery in the face of adversity requires resolve that comes from determination. Resilience provides the important recovery and ability to rebound that aids tenacity. Confidence enables the bravery needed in the face of adversity. To be determined and tenacious you need confidence.

Courage is critical to support other dimensions

Courage is a key enabler of the forward momentum required to achieve the sense of purpose and optimism associated with Transcendence. There are many challenges that arise with exercising Integrity, Justice, and Temperance. Courage is essential to overcoming these obstacles and challenges. To open yourself to empathy and compassion associated with Humanity requires Courage and, in particular, the resilience associated with it. This is because Humanity may bring with it feelings of pain, suffering and discontent.

Courage without the other dimensions is problematic

Courage without the other dimensions, for example Temperance, can lead to recklessness. Courage becomes unfocused and lacking in purpose without Transcendence and can lack important perspective when the dimensions of Humanity and Justice are not developed. A sense of Accountability helps to ensure the risks taken as a result of Courage are ones that you are prepared to take on.

COURAGE RESOURCES

WATCH

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

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

Rosa Parks Interview on the Merv Griffin Show (YouTube, 1983)

Ken Pereira: Corruption Crusader (CBC The National, 2013)

"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 (Wiley, 2009)

Moral Courage Rushworth Kidder (Avon, 2006)

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

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.

LCIA-360 Results for Sam Sample

DRIVE

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

ELEMENTS

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

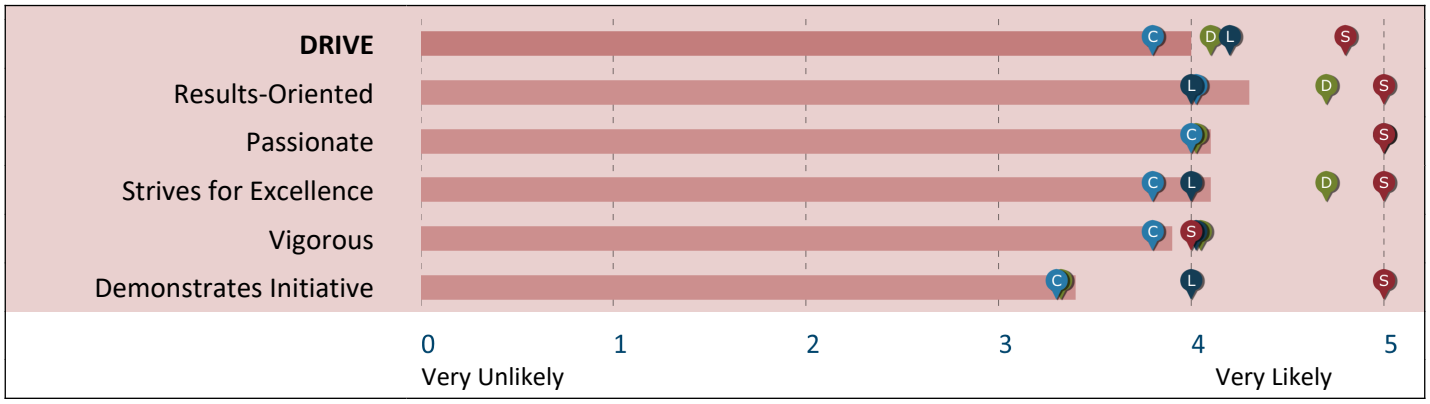
Passionate: Demonstrates both enthusiasm and conviction in one's approach to work.

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

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

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

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



Légende					
All Evaluators	Self	Leader	Collegue	Direct Report	Other

DRIVE (continued)

The table below lists the number of raters and range of ratings provided by your raters, your average rating across all raters, and your ratings for each rater category.

Dimension & Elements	Count		Rater Range		Average Ratings					
	Raters	NSA*	Low	High	Self-score	All raters	Leader	Colleague	Direct/Indirect Report	Other
DRIVE			**3.0**	**4.0**	**4.8**	**4.0**	**4.2**	**3.8**	**4.1**	**-**
Results-Oriented	6	0	4.0	5.0	5.0	4.3	4.0	4.0	4.7	-
Passionate	6	1	4.0	5.0	5.0	4.1	5.0	4.0	4.0	-
Strives for Excellence	6	3	3.0	5.0	5.0	4.1	4.0	3.8	4.7	-
Vigorous	6	3	3.0	4.0	4.0	3.9	4.0	3.8	4.0	-
Demonstrates Initiative	6	0	3.0	5.0	5.0	3.4	4.0	3.3	3.3	-

*NSA – Not Sufficiently Acquainted

\- indicates that a rating was not provided

-- indicates that there were not enough ratings in this category to protect confidentiality

--- indicates that there were not enough valid ratings in all rater categories combined

Leader Details:

Demonstrates Initiative

- **Mr. Leader**
- **Rating:** Likely
- **Comment:** This is a comment from your leader

Other Comments:

- Your other raters did not provide any comments.

DRIVE (continued)

The character elements work together to support Drive

Vigor and passion are linked since passion yields energy and vitality. Simultaneously, vitality provides important fuel to develop passion. Demonstrating initiative takes energy and is often a by-product of passion. Striving for excellence and results-orientation are also closely aligned as those who strive for excellence do so in the pursuit of something that in a business context, for example, would be tied to results.

Drive is critical to support other dimensions

The physical and emotional vitality that are the essence of Drive play a critical role in supporting all of the dimensions. You can imagine the Courage you may like to exhibit but if you don't have the vigor to exercise it, Courage will not be realized. The self-regulation of Temperance can become very difficult to exercise if not coupled with the passion and striving for excellence that comes from Drive.

Drive without the other dimensions is problematic

Drive without other dimensions can lead to aimless and manic activity. It is undirected, unfocused energy that feeds on itself and requires additional physical and emotional investment to sustain it. However, when coupled with Transcendence, Drive is infused with meaning. With Humanity and Collaboration, Drive builds on a strong awareness of the needs and contribution of others. Temperance helps to regulate Drive and Humility, and guards against Drive becoming an ego-driven or self-serving exercise. Drive in the absence of Integrity can result in the relentless pursuit of self-serving goals that compromise the well-being of others and the organization as a whole. Strong results orientation in pursuit of excellence may compromise Integrity and hence depth of Integrity is needed.

DRIVE RESOURCES

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 (Berrett-Koehler Publishers, 2013)

Steve Jobs
Walter Isaacson (Simon & Schuster, 2011)

LISTEN

Full Interview: Daniel Pink on Motivation 3.0
CBC Spark Radio with Nora Young (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

WATCH

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

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

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.

LCIA-360 Results for Sam Sample

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

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

Analytical: Skilfully analyzes information and employs logical reasoning to solve problems.

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

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

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

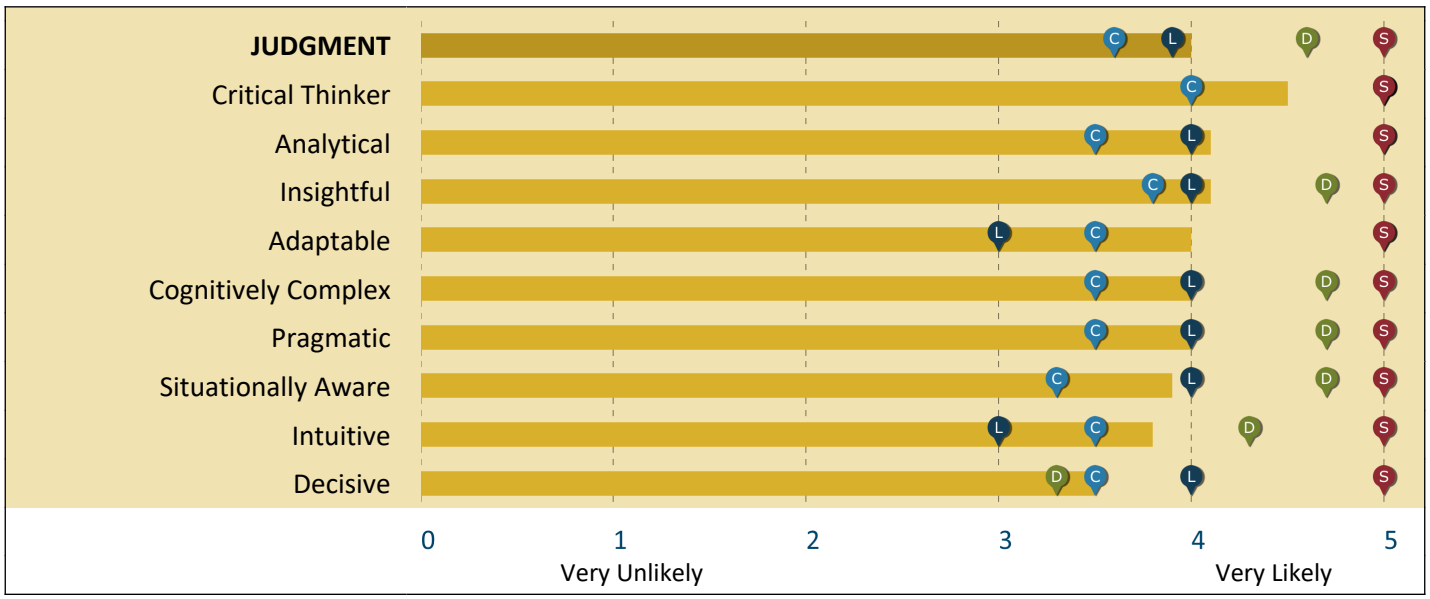
Insightful: Grasps the essence of situations. Sees into the heart of challenging issues.

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

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

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

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



Légende					
All Evaluators	Self	Leader	Collegue	Direct Report	Other

JUDGMENT (continued)

The table below lists the number of raters and range of ratings provided by your raters, your average rating across all raters, and your ratings for each rater category.

Dimension & Elements	Count		Rater Range		Average Ratings					
	Raters	NSA*	Low	High	Self-score	All raters	Leader	Colleague	Direct/Indirect Report	Other
JUDGMENT			**3.0**	**5.0**	**5.0**	**4.0**	**3.9**	**3.6**	**4.6**	**-**
Critical Thinker	6	3	4.0	5.0	5.0	4.5	5.0	4.0	5.0	-
Analytical	6	1	3.0	5.0	5.0	4.1	4.0	3.5	5.0	-
Insightful	6	0	3.0	5.0	5.0	4.1	4.0	3.8	4.7	-
Adaptable	6	0	3.0	5.0	5.0	4.0	3.0	3.5	5.0	-
Cognitively Complex	6	0	3.0	5.0	5.0	4.0	4.0	3.5	4.7	-
Pragmatic	6	0	3.0	5.0	5.0	4.0	4.0	3.5	4.7	-
Situationally Aware	6	0	3.0	5.0	5.0	3.9	4.0	3.3	4.7	-
Intuitive	6	0	3.0	5.0	5.0	3.8	3.0	3.5	4.3	-
Decisive	6	2	3.0	5.0	5.0	3.5	4.0	3.5	3.3	-

*NSA – Not Sufficiently Acquainted
- indicates that a rating was not provided
-- indicates that there were not enough ratings in this category to protect confidentiality
--- indicates that there were not enough valid ratings in all rater categories combined

Leader Details:

- Your Leader(s) did not provide any comments.

Other Comments:

- Your other raters did not provide any comments.

JUDGMENT (continued)

The character elements work together to support Judgment

The elements of Judgment collectively enable quality of thinking, both analytically and intuitively, to deliver insight around the issues that surface in a specific context so that you can operate in a pragmatic fashion. There is a long list of elements supporting Judgment and while each can be developed independently, they also work together in important ways. For example, one can be analytical but not decisive - analysis can lead to paralysis. Furthermore, being decisive without being insightful is a formula for disaster. Insight is reliant upon being a critical thinker and cognitively complex. As Einstein noted, “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.” Intuition may be just one of several elements, but it is critical when it comes to Judgment.

Judgment is critical to support other dimensions

Judgment plays a special role in that it is the central thought process that governs reliance on the other dimensions and, in particular, takes into account the unique circumstances of the situation to guide decisions. Aristotle called it “practical wisdom.” Judgment provides the underlying thought processes that allow you to reconcile and resolve the possibilities that emerge from Transcendence with those that emerge from Justice, Temperance and Humanity, which may be at odds. As noted at the outset, it acts like the air-traffic controller that enables you to dial-up and dial-down as needed.

Judgment without the other dimensions is problematic

Judgment on its own provides critical thinking, but without the insight that arises from the other dimensions. Without Humility, Judgment can become arrogant, particularly if you tend to privilege the intellectual over dimensions such as Humanity and Collaboration. Without Accountability you can become detached from the issues you are analyzing.

JUDGMENT RESOURCES

WATCH

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

LISTEN

Risk, Part 1 & 2 CBC Ideas Radio Show with Kathleen Flaherty and guests (2012)

Getting Sidetracked CBC Spark Radio Show with Nora Young (2013)

"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)

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.

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

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

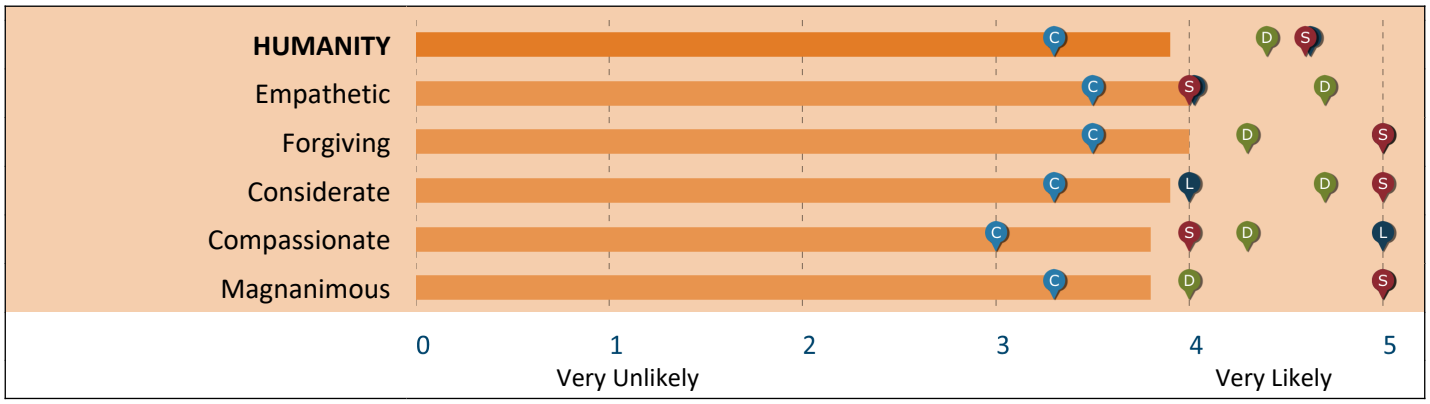
Considerate: Makes the effort to understand what others are experiencing, thinking, and feeling. Acknowledges and appreciates others' viewpoints even when disagreeing with them.

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

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

Magnanimous: Remains "big-spirited", generous, and/or forgiving, especially towards rivals or those who are less powerful.

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



Légende					
All Evaluators	Self	Leader	Collegue	Direct Report	Other
■	S	L	C	D	O

HUMANITY (continued)

The table below lists the number of raters and range of ratings provided by your raters, your average rating across all raters, and your ratings for each rater category.

Dimension & Elements	Count		Rater Range		Average Ratings					
	Raters	NSA*	Low	High	Self-score	All raters	Leader	Colleague	Direct/Indirect Report	Other
HUMANITY			**3.0**	**4.0**	**4.6**	**3.9**	**4.6**	**3.3**	**4.4**	**-**
Empathetic	6	1	3.0	4.0	4.0	4.0	4.0	3.5	4.7	-
Forgiving	6	0	3.0	5.0	5.0	4.0	5.0	3.5	4.3	-
Considerate	6	0	3.0	5.0	5.0	3.9	4.0	3.3	4.7	-
Compassionate	6	0	3.0	5.0	4.0	3.8	5.0	3.0	4.3	-
Magnanimous	6	3	3.0	5.0	5.0	3.8	5.0	3.3	4.0	-

*NSA – Not Sufficiently Acquainted

- indicates that a rating was not provided

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--- indicates that there were not enough valid ratings in all rater categories combined

Leader Details:

- Your Leader(s) did not provide any comments.

Other Comments:

- Your other raters did not provide any comments.

HUMANITY (continued)

The character elements work together to support Humanity

Empathy is critical to develop a capacity to relate to others. Compassion builds on empathy and extends it in the service of promoting well-being in others. Being considerate requires both empathy and compassion. Although a word that is not often used, magnanimous captures the sense that a person acts in a way that is big-spirited, often rising above the fray in difficult circumstances. The ability to do this often requires forgiveness of oneself and others.

Humanity is critical to support other dimensions

Humanity provides a depth of connectivity to others that brings with it knowledge, awareness and understanding, which in turn informs Justice and can provide an important source of inspiration for Transcendence. Humanity ensures that Integrity is not construed in a narrow sense so that Candor, for example, is not executed in the service of self-interest.

Humanity without the other dimensions is problematic

Having a strong sense of Humanity without Temperance may leave one very vulnerable, as Temperance provides the self-regulation that can bring perspective to empathy and compassion. Without Temperance, Humanity can become overwhelming. Justice offers balance to Humanity since it helps to bring perspective to the natural complexities that surface as you deepen your sense of Humanity. Drive provides important energy that sustains you as you work to deepen your Humanity, and Transcendence provides important perspective arising from elements of optimism and purpose.

LCIA-360 Results for Sam Sample

HUMANITY RESOURCES

WATCH

The Power of Empathy (RSA Shorts, YouTube, 2013)

A New Story for Business R. Edward Freeman (YouTube, 2013)

Truly Human Leadership TEDx Talk by Bob Chapman (2012)

Everyday Leadership TED Talk by Drew Dudley (2010)

Clinton: Lessons Learned from Mandela (YouTube, 2006)

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

– Lawrence G. Lovasik

READ

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

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

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

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

Building Leaders the West Point Way: Ten Principles from the Nation's Most Powerful Leadership Lab
Joseph P. 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)

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 he/she is 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.

LCIA-360 Results for Sam Sample

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

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

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.

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

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

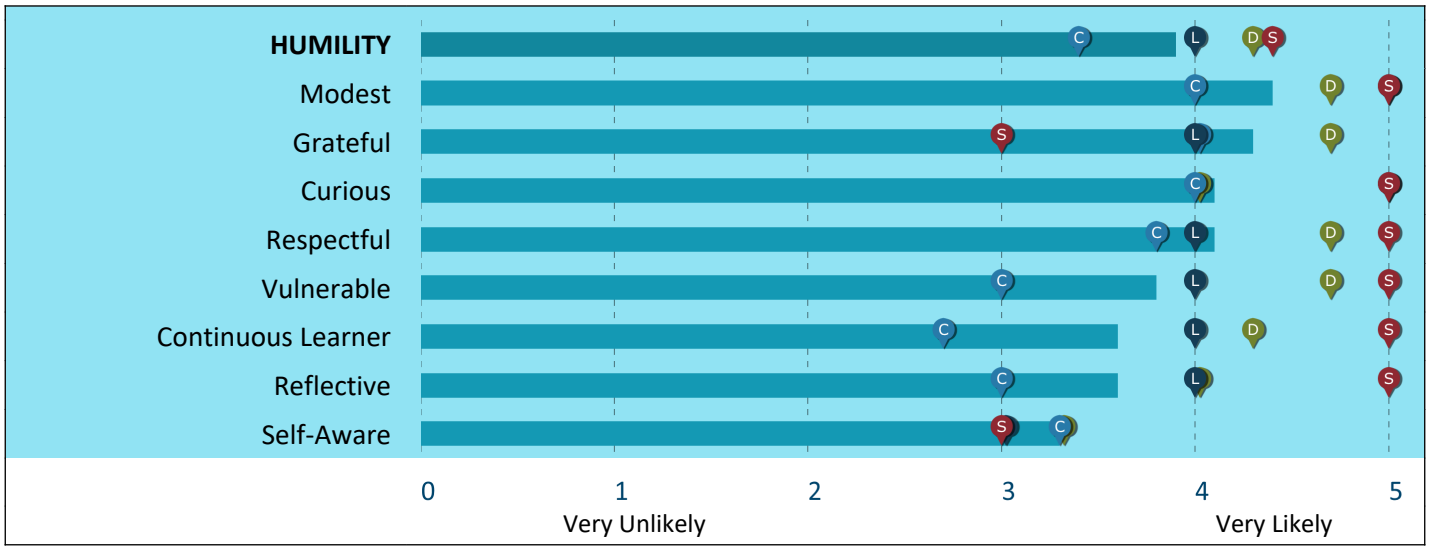
Reflective: Frequently examines one's mental models and thinking habits to cultivate constructive thought patterns and conduct.

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

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

Vulnerable: Lets others see one's true self.

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



Légende					
All Evaluators	Self	Leader	Collegue	Direct Report	Other

HUMILITY (continued)

The table below lists the number of raters and range of ratings provided by your raters, your average rating across all raters, and your ratings for each rater category.

Dimension & Elements	Count		Rater Range		Average Ratings					
	Raters	NSA*	Low	High	Self-score	All raters	Leader	Colleague	Direct/Indirect Report	Other
HUMILITY			**3.0**	**4.0**	**4.4**	**3.9**	**4.0**	**3.4**	**4.3**	**-**
Modest	6	1	4.0	5.0	5.0	4.4	5.0	4.0	4.7	-
Grateful	6	0	3.0	4.0	3.0	4.3	4.0	4.0	4.7	-
Curious	6	0	4.0	5.0	5.0	4.1	5.0	4.0	4.0	-
Respectful	6	3	3.0	5.0	5.0	4.1	4.0	3.8	4.7	-
Vulnerable	6	0	3.0	5.0	5.0	3.8	4.0	3.0	4.7	-
Continuous Learner	6	3	2.0	5.0	5.0	3.6	4.0	2.7	4.3	-
Reflective	6	0	3.0	5.0	5.0	3.6	4.0	3.0	4.0	-
Self-Aware	6	3	3.0	3.0	3.0	3.3	3.0	3.3	3.3	-

*NSA – Not Sufficiently Acquainted

- indicates that a rating was not provided

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Leader Details:

- Your Leader(s) did not provide any comments.

Other Comments:

- Your other raters did not provide any comments.

HUMILITY (continued)

The character elements work together to support Humility

Being reflective is critical to self-awareness. When you are grateful for what you have, it helps bring perspective to where you fit in the bigger picture. This sense of your relative place in the world is particularly powerful when you are a continuous learner. Being grateful and a continuous learner support a sense of modesty and reduce the inclination to act in a self-serving manner. These elements, in turn, foster being respectful of others.

Humility is critical to support other dimensions

Without Humility your ego can take over and result in decisions and actions that are clouded by a sense of self-importance. It can result in an approach to Humanity and Collaboration that is motivated by self-interest. This, in turn, can interfere with the ability to see important connections. Justice and Courage become skewed by this sense of self-importance. Humility takes Integrity to a deeper level because as you become more reflective and self-aware, shortcomings on Integrity are revealed.

Humility without the other dimensions is problematic

Humility without Courage, Drive and Transcendence may mean that you become overly passive. These other dimensions of character provide a sense of purpose and energy, and ensure that Humility is arising from confidence rather than lack of confidence. Without Transcendence to bring an expansive quality to Humility, it can become very narrow in its application, running the risk that you limit what you believe is possible. While Humility helps to check ego, Accountability prevents you from disconnecting from the role you need to play.

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)

"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 (ASTD, 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)

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

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

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. Identify your priorities for improvement based on this feedback and identify specific action steps that you will take to enhance your performance. Also 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 mistakes and weaknesses creates conditions for growth and development - we cannot begin to solve issues that we refuse to acknowledge.

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

LCIA-360 Results for Sam Sample

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

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

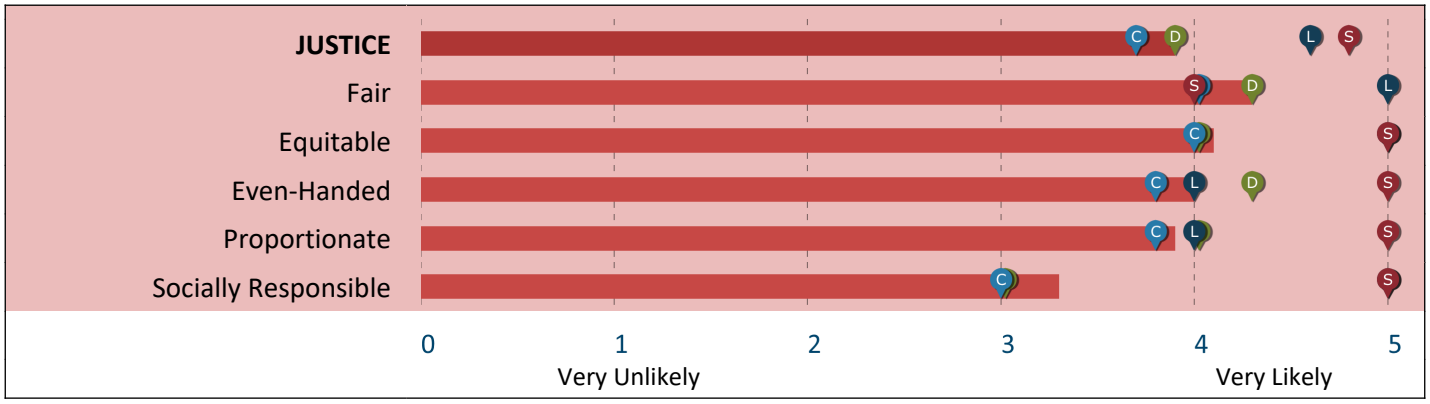
Even-Handed: Remains impartial and unbiased in the treatment and judgment of others.

Fair: Ensures that consequences are appropriate to the circumstances.

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

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.



Légende					
All Evaluators	Self	Leader	Collegue	Direct Report	Other

JUSTICE (continued)

The table below lists the number of raters and range of ratings provided by your raters, your average rating across all raters, and your ratings for each rater category.

Dimension & Elements	Count		Rater Range		Average Ratings					
	Raters	NSA*	Low	High	Self-score	All raters	Leader	Colleague	Direct/Indirect Report	Other
JUSTICE			**3.0**	**4.0**	**4.8**	**3.9**	**4.6**	**3.7**	**3.9**	**-**
Fair	6	3	4.0	5.0	4.0	4.3	5.0	4.0	4.3	-
Equitable	6	0	4.0	5.0	5.0	4.1	5.0	4.0	4.0	-
Even-Handed	6	3	3.0	5.0	5.0	4.0	4.0	3.8	4.3	-
Proportionate	6	0	3.0	5.0	5.0	3.9	4.0	3.8	4.0	-
Socially Responsible	6	0	3.0	5.0	5.0	3.3	5.0	3.0	3.0	-

*NSA – Not Sufficiently Acquainted
- indicates that a rating was not provided
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Leader Details:

- Your Leader(s) did not provide any comments.

Other Comments:

- Your other raters did not provide any comments.

JUSTICE (continued)

The character elements work together to support Justice

The elements of Justice work together and can challenge each other in the course of their development. Being both fair and proportionate is possible, but it can also be challenging to achieve. Equitable is not about being equal, being equitable is supported by being even-handed. All elements contribute to a sense of being socially responsible.

Justice is critical to support other dimensions

Justice brings an emphasis on reconciling what can become for example, competing forces fostered by Humanity and Temperance. While Humanity may generate a compassion for others, Temperance helps to ensure that emotions do not go unchecked so that you are able to weigh the needs of the situation. It ensures that Accountability is not superficial but takes into consideration the variety of interests at stake. It can provide motivation that fuels Courage and Drive.

Justice without the other dimensions is problematic

Justice can become narrowly defined and limited in scope without the dimensions of Humanity and Transcendence that expose interests and possibilities. Without Courage and Drive you may not have the capacity totackle the issues.

JUSTICE RESOURCES

READ

Are You Just a Leader or a Just Leader?
Deborah Mills-Scofield (Switch & Shift, 2014)

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 and Giroux, 2010)

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

"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, 1992)

Harvard University's JUSTICE with Michael Sandel
Michael Sandel (Harvard University)

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

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.

LCIA-360 Results for Sam Sample

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

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

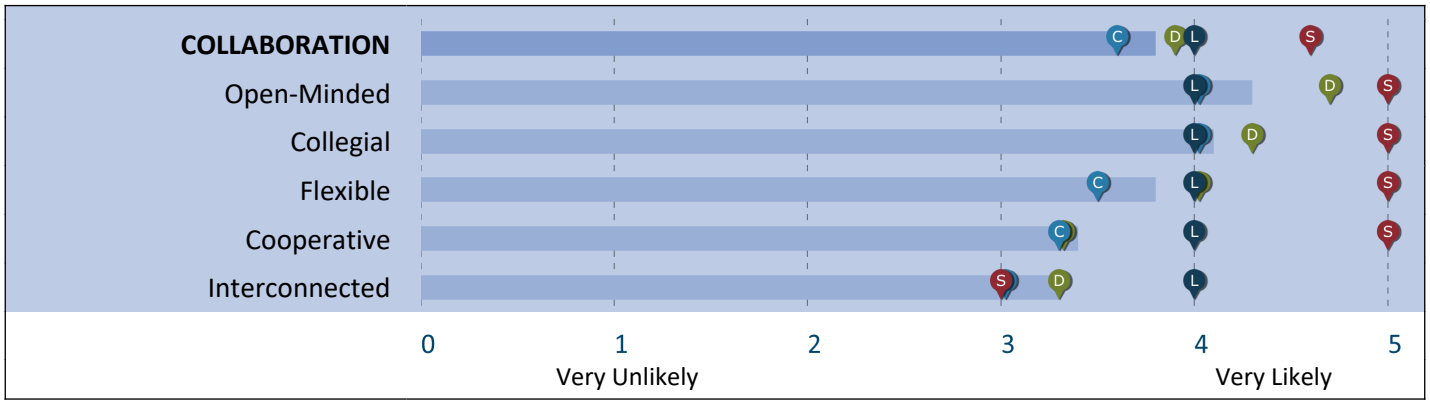
Cooperative: Gets along with people and builds strong working relationships.

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.

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

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



Légende					
All Evaluators	Self	Leader	Collegue	Direct Report	Other

COLLABORATION (continued)

The table below lists the number of raters and range of ratings provided by your raters, your average rating across all raters, and your ratings for each rater category.

Dimension & Elements	Count		Rater Range		Average Ratings					
	Raters	NSA*	Low	High	Self-score	All raters	Leader	Colleague	Direct/Indirect Report	Other
COLLABORATION			3.0	4.0	4.6	3.8	4.0	3.6	3.9	-
Open-Minded	6	0	4.0	5.0	5.0	4.3	4.0	4.0	4.7	-
Collegial	6	0	4.0	5.0	5.0	4.1	4.0	4.0	4.3	-
Flexible	6	3	3.0	5.0	5.0	3.8	4.0	3.5	4.0	-
Cooperative	6	3	3.0	5.0	5.0	3.4	4.0	3.3	3.3	-
Interconnected	6	0	3.0	4.0	3.0	3.3	4.0	3.0	3.3	-

*NSA – Not Sufficiently Acquainted
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Leader Details:

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Other Comments:

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COLLABORATION (continued)

The character elements work together to support Collaboration

Being interconnected requires being open-minded and flexible; otherwise, you are simply asserting your own point of view. Being interconnected fosters collegiality and cooperation since you more readily acknowledge and appreciate other perspectives. Being interconnected also allows us to remain receptive and open-minded when others challenge our thinking.

Collaboration is critical to support other dimensions

Collaboration creates a conduit of connection to others that supports Humanity. It is critical for Humility since the connection with others serves to provide important feedback and challenges individuals to address decisions and behaviors driven by self-interest. Collaboration can foster Drive since it can bring with it a level of contagious energy. It supports Transcendence and Courage because it brings others into the picture, which may spark possibility and help overcome obstacles.

Collaboration without the other dimensions is problematic

Collaboration without Drive can lack rigor, and without Justice and Temperance, it may lack proportion and boundary. Accountability ensures that there is closure and responsibility to Collaboration. Integrity helps to ensure that you don't lose sight of your perspective and principles in the course of being open-minded. Being open-minded is not about being empty-minded.

COLLABORATION RESOURCES

WATCH

Listen, Learn ... then Lead TED Talk by Stanley A. 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)

LISTEN

Full Interview: Daniel Pink on Motivation 3.0
CBC Spark Radio Show with Nora Young, (2010)

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

– Andrew Carnegie

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 Press, 2009)

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

LEARN

First, find out whether the task lends itself to collaboration or not. Morten Hansen has conducted extensive research on collaboration, and his research suggests that at times it is better to work independently than to collaborate. 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.

Developing Your Leader Character

There is an extensive amount of information provided in this report. 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 following are some suggestions to help you in the process.

- With the knowledge you have now, you have a way to understand the dimensions of character and their associated elements. The first step is enhancing your awareness of them and applying your understanding of these dimensions in both your personal and professional life.
- 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.
- 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 in 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 vigor and inspiration that encourage you to challenge your comfort zone.
- 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 behaviors 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. Often times, such impulses are rooted in weakness in other dimensions such as Humility or Courage.
- 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.
- 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. For example, someone with strength in Transcendence, who has a sense of purpose, optimism and inspiration may need to complement him or herself with someone who has strength in Temperance, if that dimension is lacking. 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:

> *"Watch your thoughts, for they become words.*
> *Watch your words, for they become actions.*
> *Watch your actions, for they become habits.*
> *Watch your habits, for they become character.*
> *Watch 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 their backs are against the wall as 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 behavior 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 behaviors 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.

Additional Readings

Crossan, M., Gandz, J., & Seijts, G. (2012). Developing Leadership Character. *Ivey Business Journal*, January-February. Reprint number qB12TA07.

Crossan, M., Mazutis, D., & Seijts, G. (2013). In Search of Virtue: The Role of Virtues, Values and Character Strengths in Ethical Decision Making. *Journal of Business Ethics, 113*(4), 567-581.

Crossan, M., Mazutis, D., Seijts, G. H., & Gandz, J. (2013). Developing Leadership Character in Business Programs. *Academy of Management Learning & Education, 12*(2), 265-284.

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

Gandz, J., Crossan, M., Seijts, G., & Reno, M. (2013). Leadership Character and Corporate Governance. *Director, 167*, 15-21. Reprinted in Ivey Business Journal, May-June. Reprint number qB13TC07.

Gandz, J., Crossan, M., Seijts, G., & Stephenson, C. (2010). *Leadership on Trial: A Manifesto for Leadership Development*. London, Ontario: Richard Ivey School of Business.

Seijts, G. H., Gandz, J., Crossan, M., & Reno, M. (2013). Character: the Essence of Leadership. *Developing Leaders, 10*, 11-20.