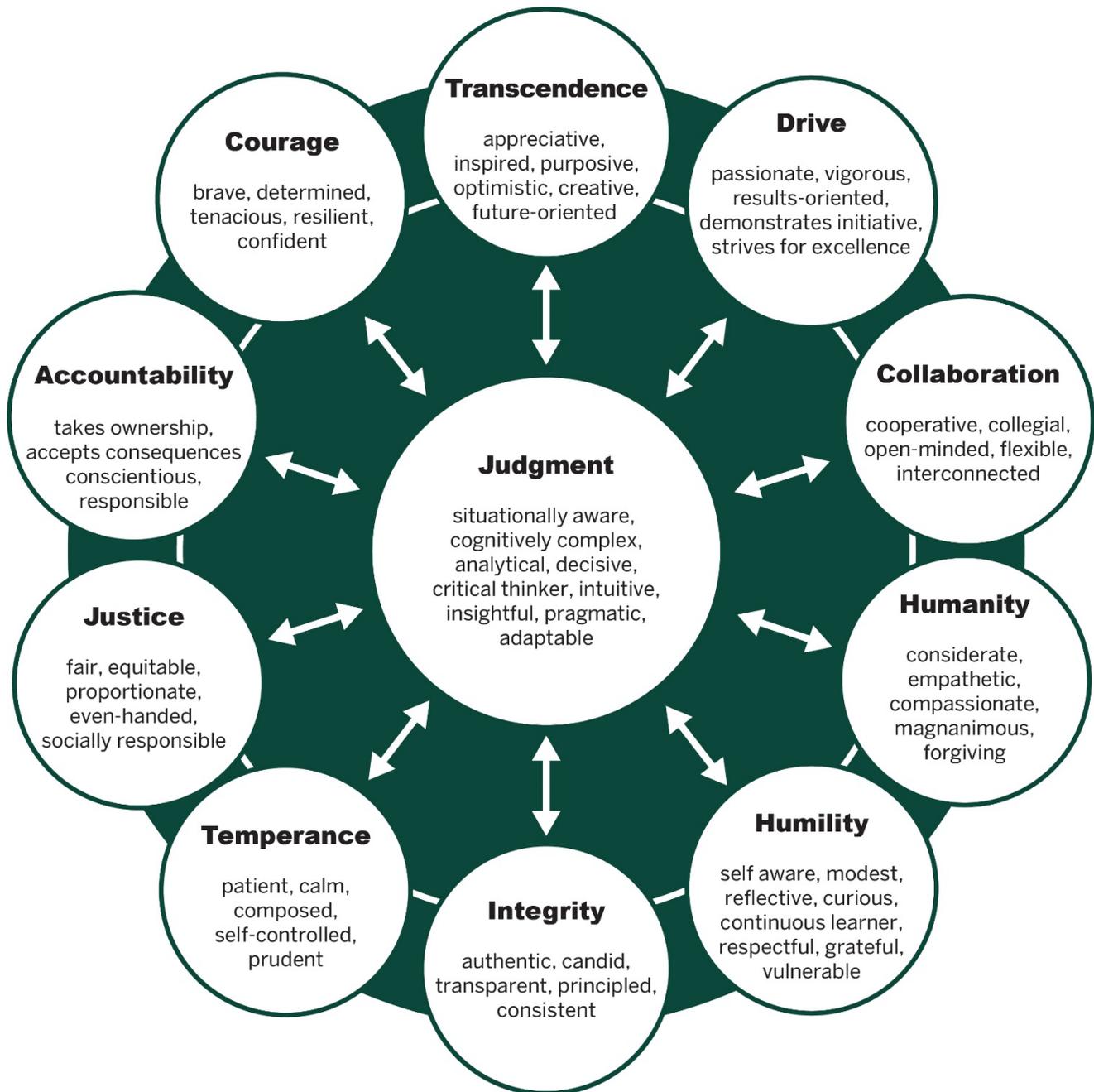


LEADER CHARACTER DIMENSIONS & ELEMENTS



LEADER CHARACTER DIMENSIONS

Dimension	Definition
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.
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.
Drive	Strives for excellence, has a strong desire to succeed, tackles problems with a sense of urgency, approaches challenges with energy and passion.
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.
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.
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.
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.
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.
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.
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.
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 (CHARACTER BEHAVIOURS) VIRTUES AND VICE INDEX

Character Dimension	Deficient Vice	Virtue	Excess Vice
Accountability	Deflects Unaccepting Negligent Irresponsible	Takes Ownership Accepts Consequences Conscientious Responsible	Can't delegate Burdened Obsessive Controlling
Courage	Cowardice Hesitant Yielding Fragile Unassured	Brave Determined Tenacious Resilient Confident	Reckless Bull-headed Stubborn Overly-compensating Arrogant
Transcendence	Unthankful Uninspired Directionless Short-sighted Pessimistic Unimaginative	Appreciative Inspired Purposeful Future-Oriented Optimistic Creative	Awe-struck Over-stimulated Fixated Missing the present Delusional Untethered
Drive	Apathetic Lethargic Aimless Waits for direction Mediocrity	Passionate Vigorous Results-Oriented Demonstrates Initiative Strives for Excellence	Fanatical Forceful Tunnel-vision Dictatorial Strives for perfection
Collaboration	Self-centered Confrontational Narrow-minded Inflexible Disconnected	Cooperative Collegial Open-Minded Flexible Interconnected	Conflict-avoider People-pleaser Abstract Compliant Boundaryless
Humanity	Oblivious to others Unrelatable Uncaring Aloof Vindictive	Considerate Empathetic Compassionate Magnanimous Forgiving	Overly-accommodating Overwhelmed by feelings Overly concerned Over-bearing Exploitable
Humility	Unaware Braggard Unreflective Disinterested Fixed Mindset Disrespectful Ungrateful Protective	Self-aware Modest Reflective Curious Continuous Learner Respectful Grateful Vulnerable	Self-conscious Self-effacing Ruminating Transfixed Lacking focus Fawning Feeling insignificant Over-exposed
Integrity	Fake Untruthful Manipulative Unprincipled Inconsistent	Authentic Candid Transparent Principled Consistent	Uncompromising Belligerent Indiscriminate Dogmatic Rigid
Temperance	Impatient Anxious Agitated Rash Inattentive	Patient Calm Composed Self-Controlled Prudent	Overly accepting Indifferent Detached Over-regulating Overly cautious
Justice	Unfair Inequitable Disproportionate Biased Narrow concerns	Fair Equitable Proportionate Even-handed Socially Responsible	"One size fits all" No exceptions Micromanage proportion No differences Paralyzed by complexity
Judgment	Oblivious Simplistic Lacking logic Indecisive Lazy thinking Lacking instinct Ignorant Unrealistic Stagnant	Situationally Aware Cognitively Complex Analytical Decisive Critical Thinker Intuitive Insightful Pragmatic Adaptable	Over valuing situation Complicating Over-analyzing Impulsive Overly critical Lacking reason Cunning Overly practical Overly malleable
Virtues & Vices Index			Crossan & Crossan, 2023

CHARACTER'S IMPACT ON CULTURE

CHARACTER DIMENSION	UNDER-WEIGHTED (weak) ←	STRONG CHARACTER (balanced) ↔	→ OVER-WEIGHTED (unsupported)
Judgment	Indecision; lack of insight, rigour and understanding; resistance to change	Insightful and adaptable; situationally aware and current; solid decision making	Analysis paralysis; over-complicating decision making; no clear sense of priorities
Courage	People don't speak up; fear prevails; give up easily; little innovation	Determination and perseverance are prevalent; high resilience; "speak truth to power"	Reckless actions, stubborn and arrogant
Drive	Lethargy & low productivity; lack of initiative	Sustained momentum around focused priorities; high productivity; passionate and vigorous	Tunnel vision; Perfectionists
Collaboration	"Every person for themselves" mentality; lack of information sharing; Silos	Effective teamwork enhancing productivity; diversity and inclusion evident	Conflict avoiders; people pleasing; too many people involved in decisions
Integrity	People operate from a position of self-interest and mistrust; Lack of candor and transparency	Trust, transparency and effective communication	Uncompromising, rigid and dogmatic interactions, leading to exclusionary practices
Temperance	Impatience and agitation prevalent; people are stressed and anxious	Effective risk management; thoughtful consideration; Calm even under duress	Risk averse leading to inaction; lacking urgency; often indifferent about whether something happens
Accountability	Failure to deliver results & take responsibility; blaming culture, low ownership of issues	Ownership of problems; commitment to decisions; Act in organizational interests	Difficulty delegating; Obsessive and controlling; Little room for learning failures
Justice	Inequities exist; favoritism & nepotism	Fairness fostering trust; Clear understanding and action around systemic inequities	Recognize inequities but treat them in a rule-based rigid way that does not take into account individual differences
Humility	Arrogance and overconfidence; complacency; lack of reflection and learning	Willingness to identify & discuss mistakes; support of continuous learning	Ruminating about issues; pushover; lacking focus in learning
Humanity	Lack of empathy, compassion and consideration	Deep understanding of what is important; People felt they are seen and heard	People feel overwhelmed and suffer compassion fatigue
Transcendence	Narrow goals & objectives; failure to acknowledge and appreciate, not inspired	Commitment to excellence; clarity & focus; inspiration motivates innovation	Always thinking things will get better but no tangible sense of how to get there
			Crossan & Crossan, 2023