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# CHARACTER MATTERS:

Character-based leadership and its influence  
on how we think and lead.

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fmi  igf®



# AGENDA

- Explore the 3 Cs leadership framework: competency, commitment, character.
- Define the meaning of leadership character, including what it is and why it is important and how it impacts how we think and make decisions.
- Show how character can be defined, assessed and developed in individuals.

# WHO WE ARE





# VISION

We aspire to have a deep impact on individuals, organizations and societies through the creation and application of new knowledge on leader character.

We aim to:

- Be recognized by researchers and practitioners as a globally leading Institute for research, teaching and outreach regarding the awareness, assessment and development of leader character.
- Elevate the importance of character alongside competence in the practice of leadership.
- Develop global citizens who have strength of character, strive to make a difference, and contribute to the flourishing of teams, organizations, communities, and societies.



# 2008-2009 FINANCIAL CRISIS

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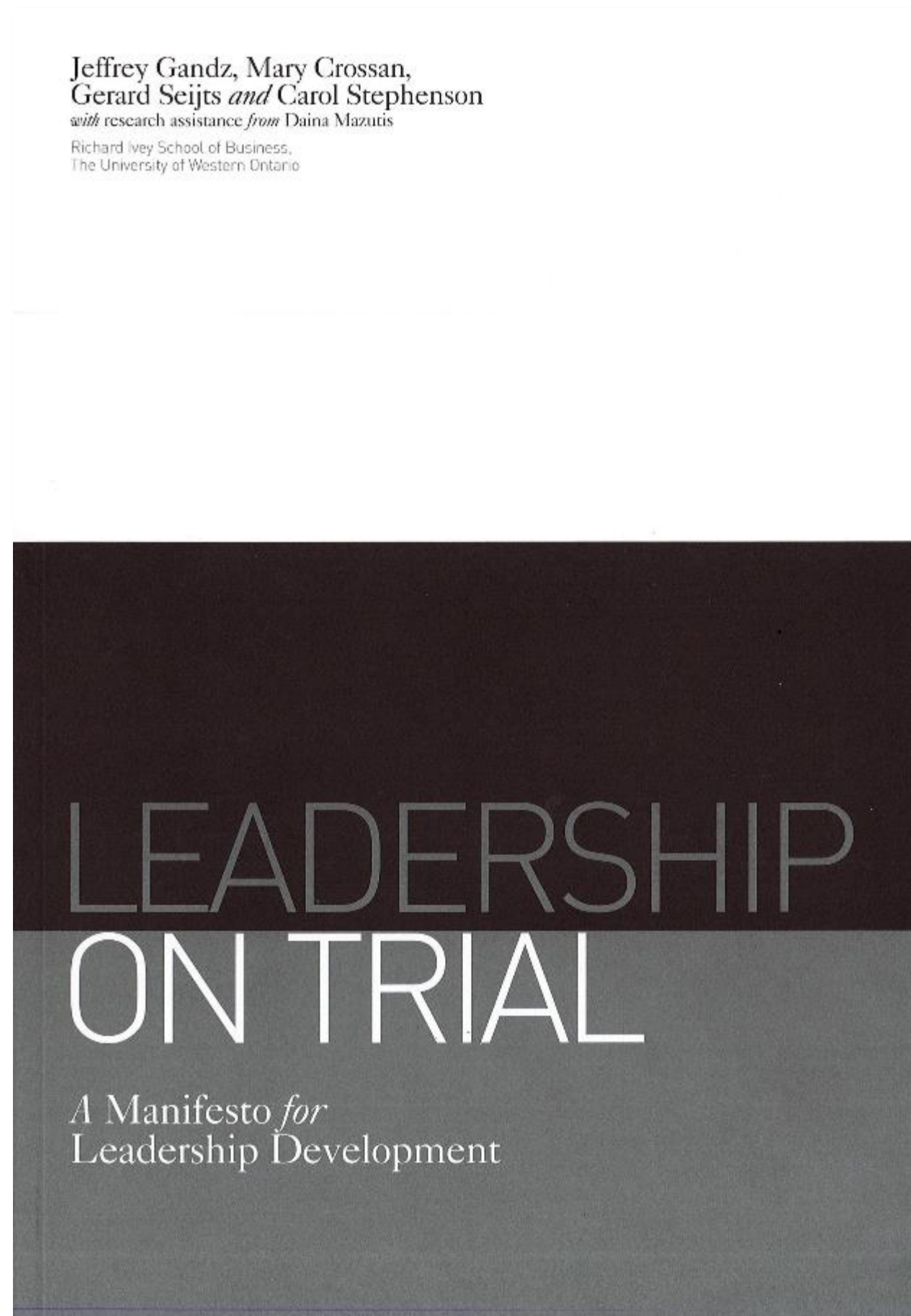


- What went wrong with leadership that contributed to the 2008 – 2009 financial crisis?
- Could good leadership have made a difference?
- What do we know about good leadership? What did we – scholars, educators, leaders – miss about the formulation of good leadership?
- What can we learn from those organizations and leaders who anticipated the crisis and avoided it or who coped well throughout?
- What do organizations need to do differently to reduce the likelihood of these kinds of events from happening again?



# LESSONS FROM 2008

## ELEVATE CHARACTER ALONGSIDE COMPETENCIES



- Focus Groups with 350 Leaders
- Canada, US, Europe, Asia

### Key Insights

- 1.Character heavily implicated
- 2.Need to understand what character is, how it can be identified, developed and embedded in organizations.
- 3.Elevate character alongside competence in higher education and organizations

# WHAT WAS DISCOVERED

Competencies Count

Character Matters

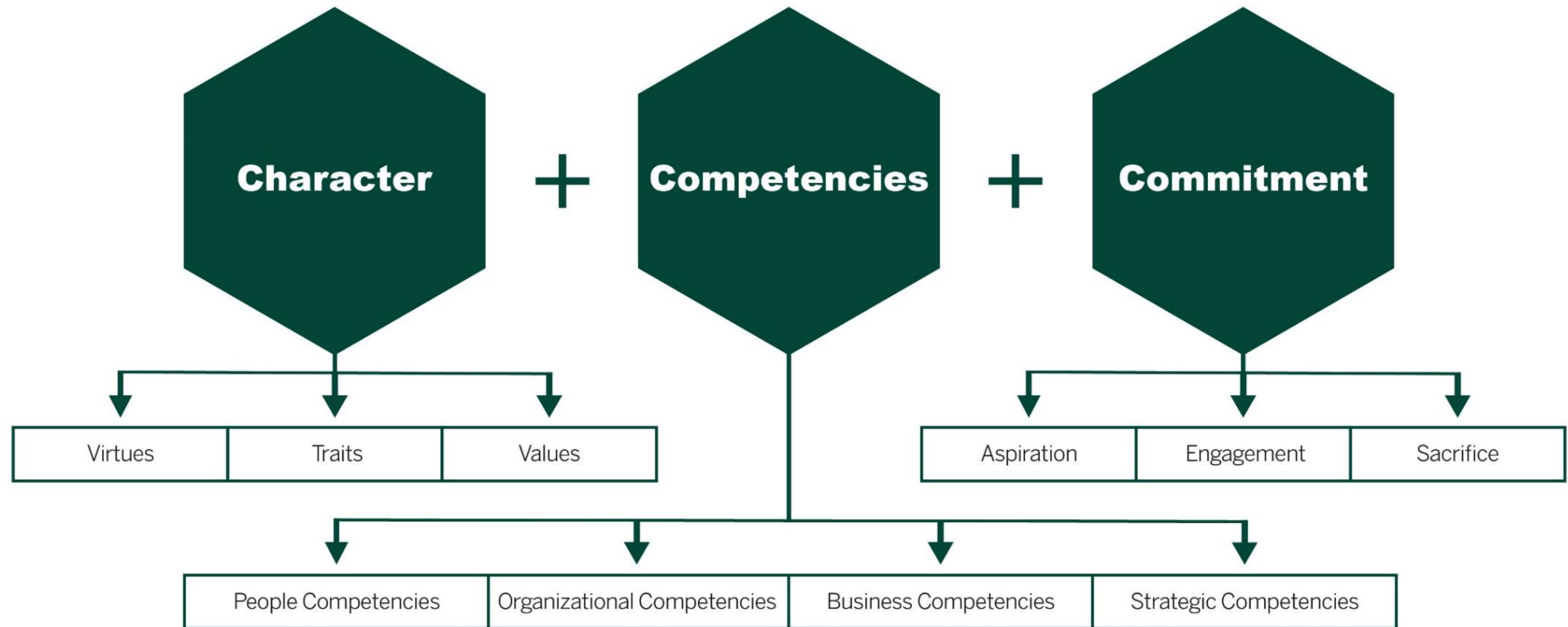
Commitment to the role of leadership is critical





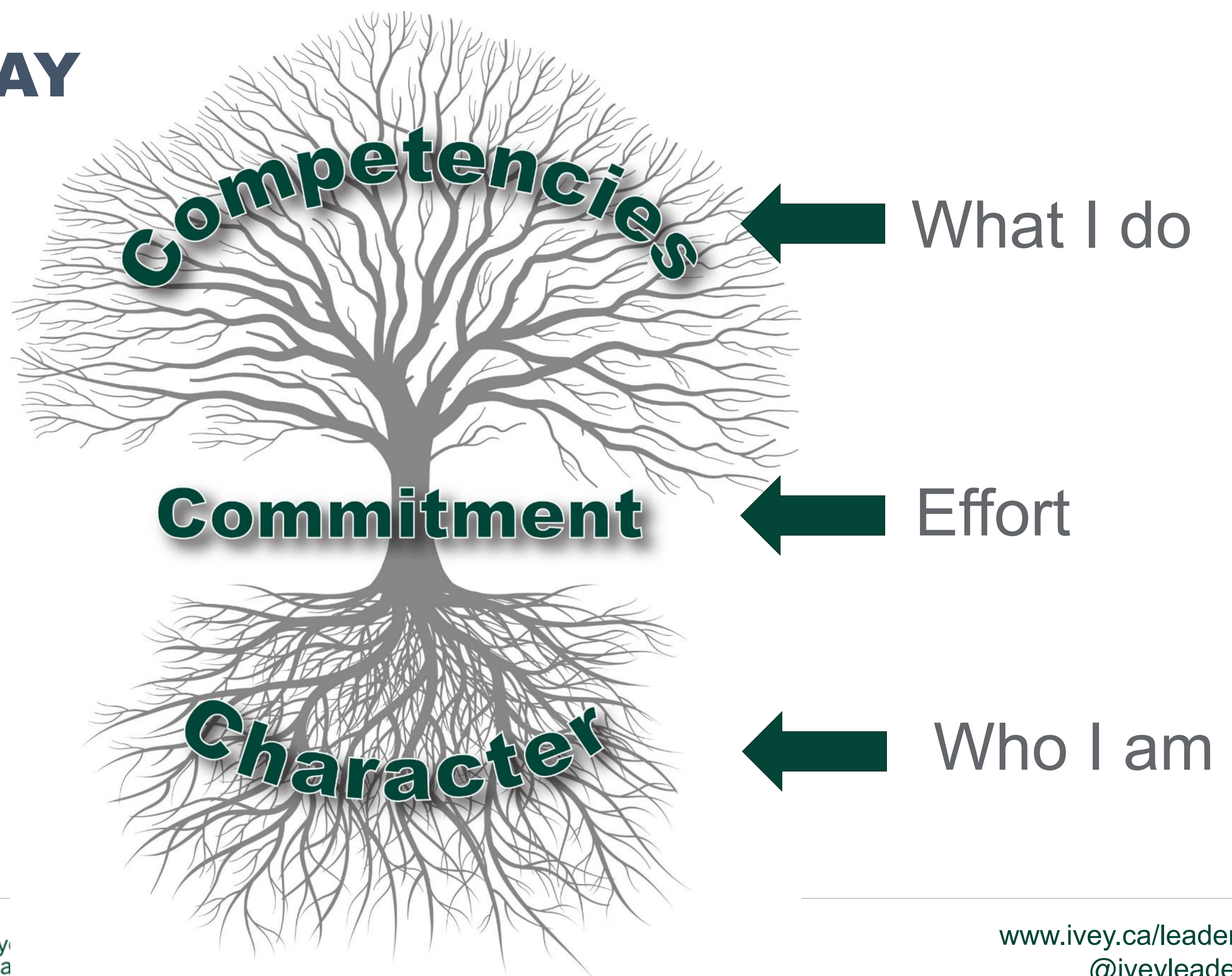
# 3Cs FRAMEWORK

## Framework 1: The Effective Leader





# ANOTHER WAY TO LOOK AT IT....



# WHY FOCUS ON LEADER CHARACTER AND WHAT DOES IT HAVE TO DO WITH CRITICAL THINKING?



Critical  
Thinking









# **WHEN IT COMES TO LEADERSHIP WHO YOU ARE MATTERS!**



# IF IT MATTERS SO MUCH...

## THE CHALLENGE WITH LEADER CHARACTER

Why haven't we emphasized leader character in organizations to the same extent as competencies?

1. There is a great deal of ambiguity about what is meant by the word character
2. Leaders need a contemporary, practice-focused vocabulary with which to address character in the workplace
3. Few reliable and valid instruments are available for the systematic assessment of character



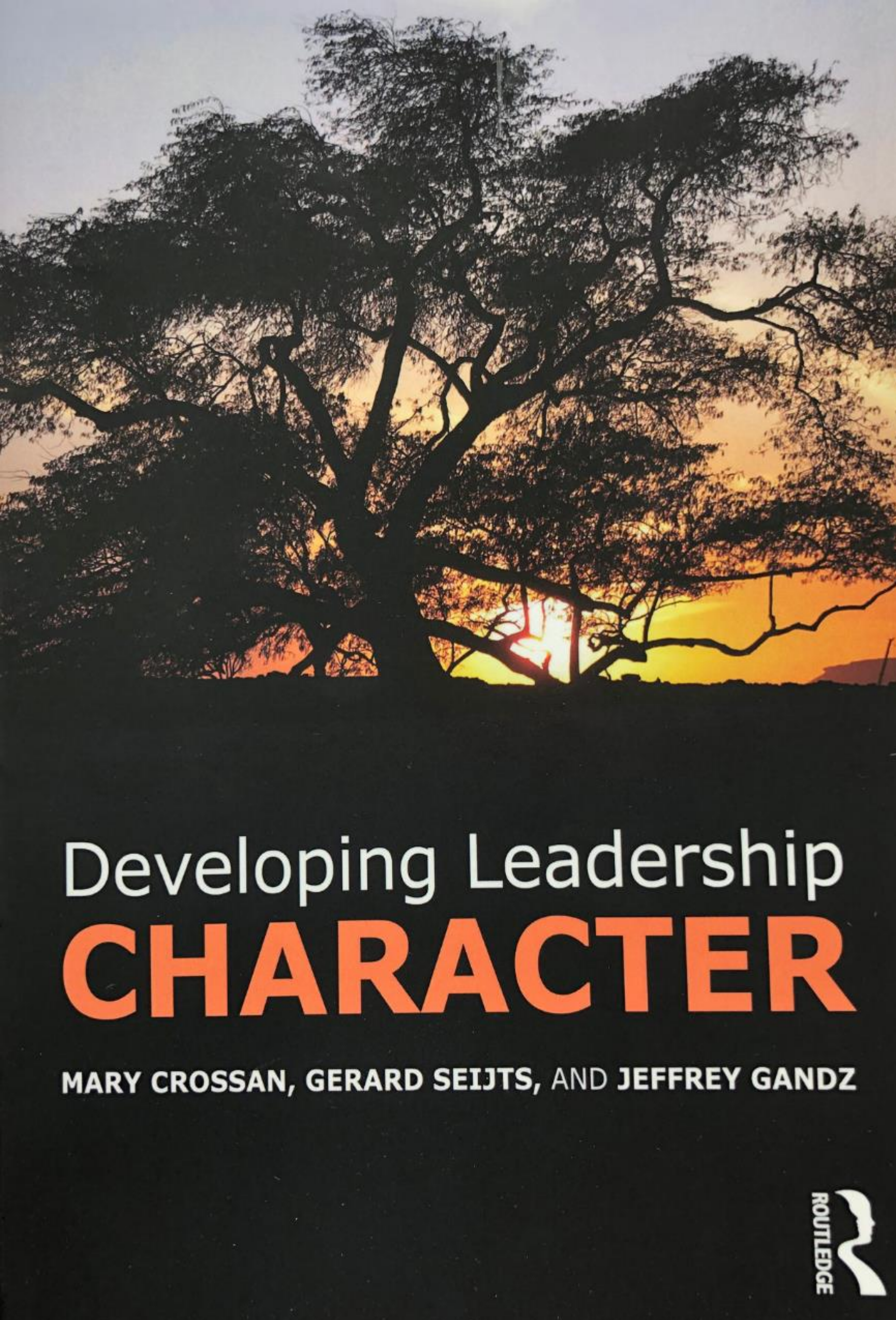
# RESEARCH TO PRACTICE





# RISING TO THE CHALLENGE

- Conducted countless focus groups with executives, directors and practitioners from the public, private and not-for-profit sectors in North America, Europe and Asia
- Distributed surveys in multiple organizations to collect data
- Exposed our conclusions to peer review (academic journals) and practitioner scrutiny (articles, conferences, programs)



## Developing Leadership **CHARACTER**

MARY CROSSAN, GERARD SEIJTS, AND JEFFREY GANDZ

ROUTLEDGE





# CHARACTER

**"You keep using that word. I do not think it means what you think it means."**

ModernServantLeader.com

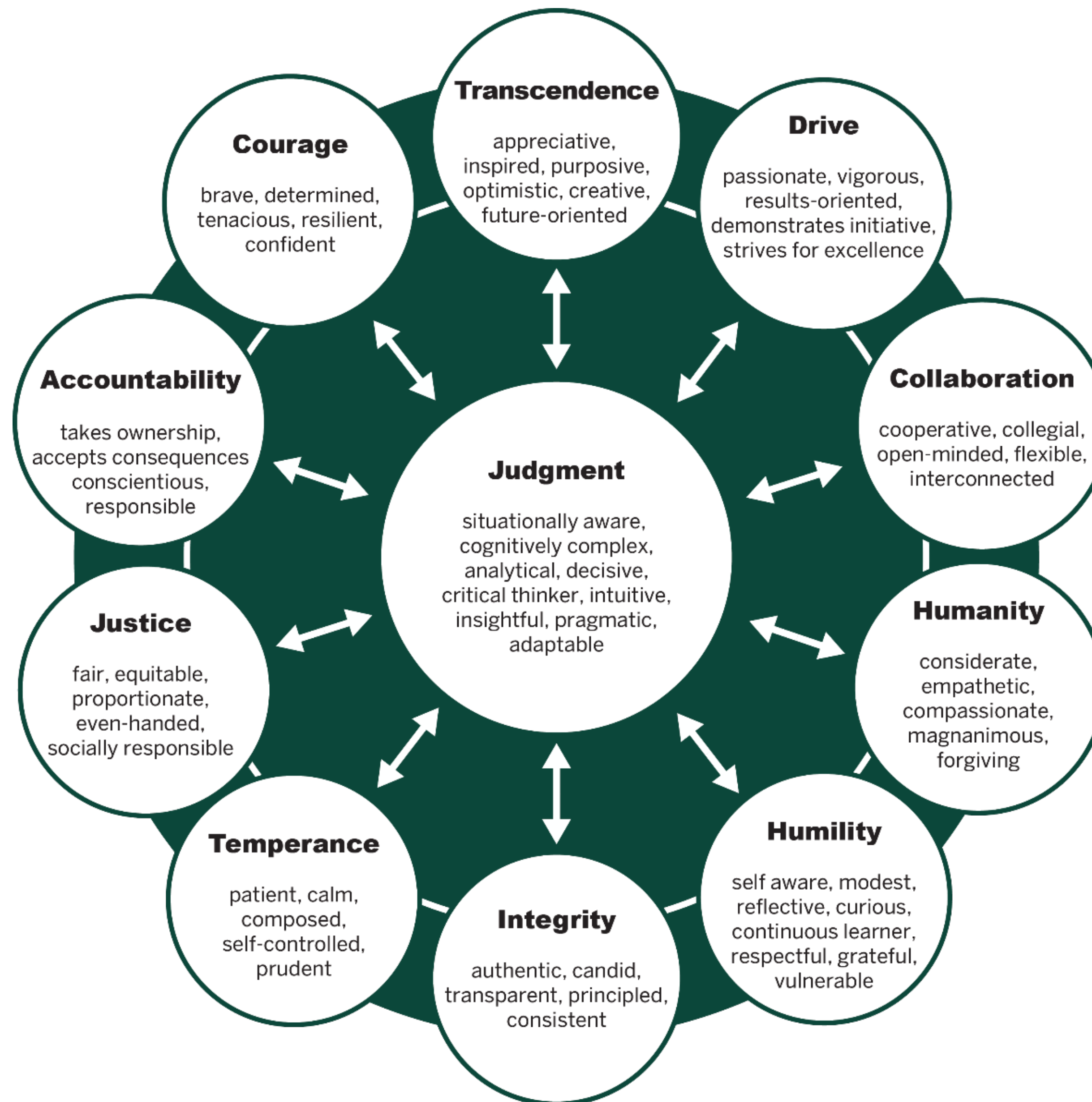


# DEFINING LEADER CHARACTER

- Being a **leader** is less about the position and more about the **disposition to lead**.
  - Having the disposition to lead is what allows professionals to rise above the fray and **bring the best of themselves to their daily activities**.
- **Character is a “habit of being”**. Excellence of character is captured by a set of behaviors all of which are virtuous and some of which are traits or values.



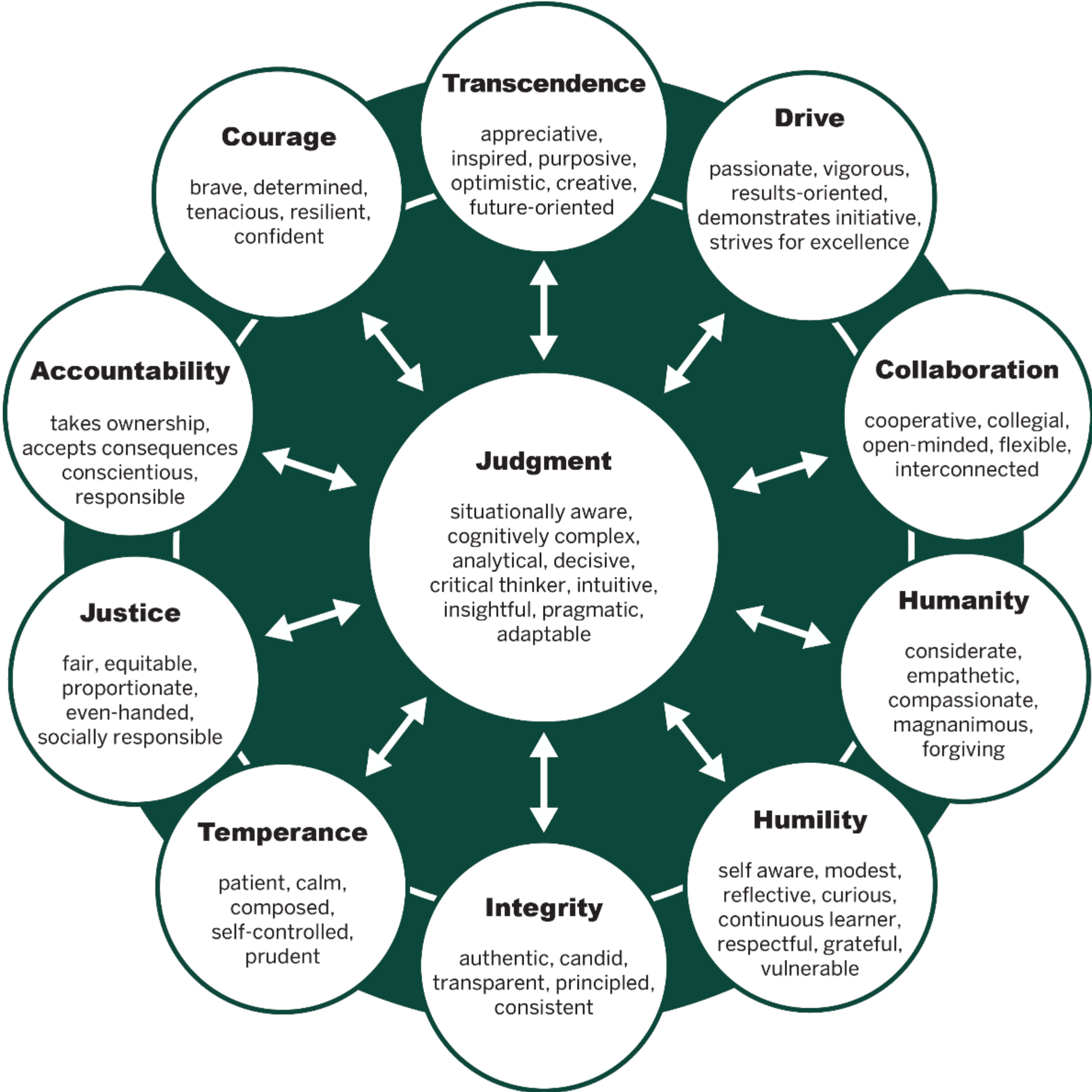
# THE IVEY LEADERSHIP FRAMEWORK



# KEEP IN MIND...

- Character is a habit of being (a set of observable behaviors) anchored in a set of virtues, values and personality traits.
- Each character dimension is composed of several elements; and the elements affect the strength of the particular dimension.
- The character dimensions are "non-negotiable" and interconnected – they work together ... otherwise virtues may become vices.
- Character is exercised through judgment; and the quality of judgment impacts individual and hence organizational performance.
- Our challenge is to master the elements, dimensions to achieve personal effectiveness.







# EXAMPLES OF DIMENSIONS & ELEMENTS

Dimension	Element	Item
Temperance	Self-control	Controls strong emotions like anger or disappointment, especially in difficult situations.
Humility	Continuous learner	Takes advantage of any opportunity to learn from someone else.
Drive	Demonstrates initiative	Recognizes the need for, and takes prompt action, without being asked to do so.



# THE IMPACT OF CHARACTER

Dimension	Present	Absent
Courage	<ul style="list-style-type: none"> <li>- Decisions are made in spite of uncertainty</li> <li>- There is opposition to bad decisions</li> </ul>	<ul style="list-style-type: none"> <li>- There is agreement with poor decisions</li> <li>- Moral muteness prevails</li> </ul>
Transcendence	<ul style="list-style-type: none"> <li>- Commitment to excellence; clarity &amp; focus; inspiration motivates innovation</li> </ul>	<ul style="list-style-type: none"> <li>- Narrow goals &amp; objectives; failure to acknowledge, appreciate, &amp; strive for excellence; not inspired</li> </ul>
Humility	<ul style="list-style-type: none"> <li>- There is a willingness to identify and discuss mistakes</li> <li>- The organization supports continuous learning</li> </ul>	<ul style="list-style-type: none"> <li>- Interactions are ruled by arrogance and overconfidence</li> <li>- Problems and projects are approached with complacency</li> </ul>





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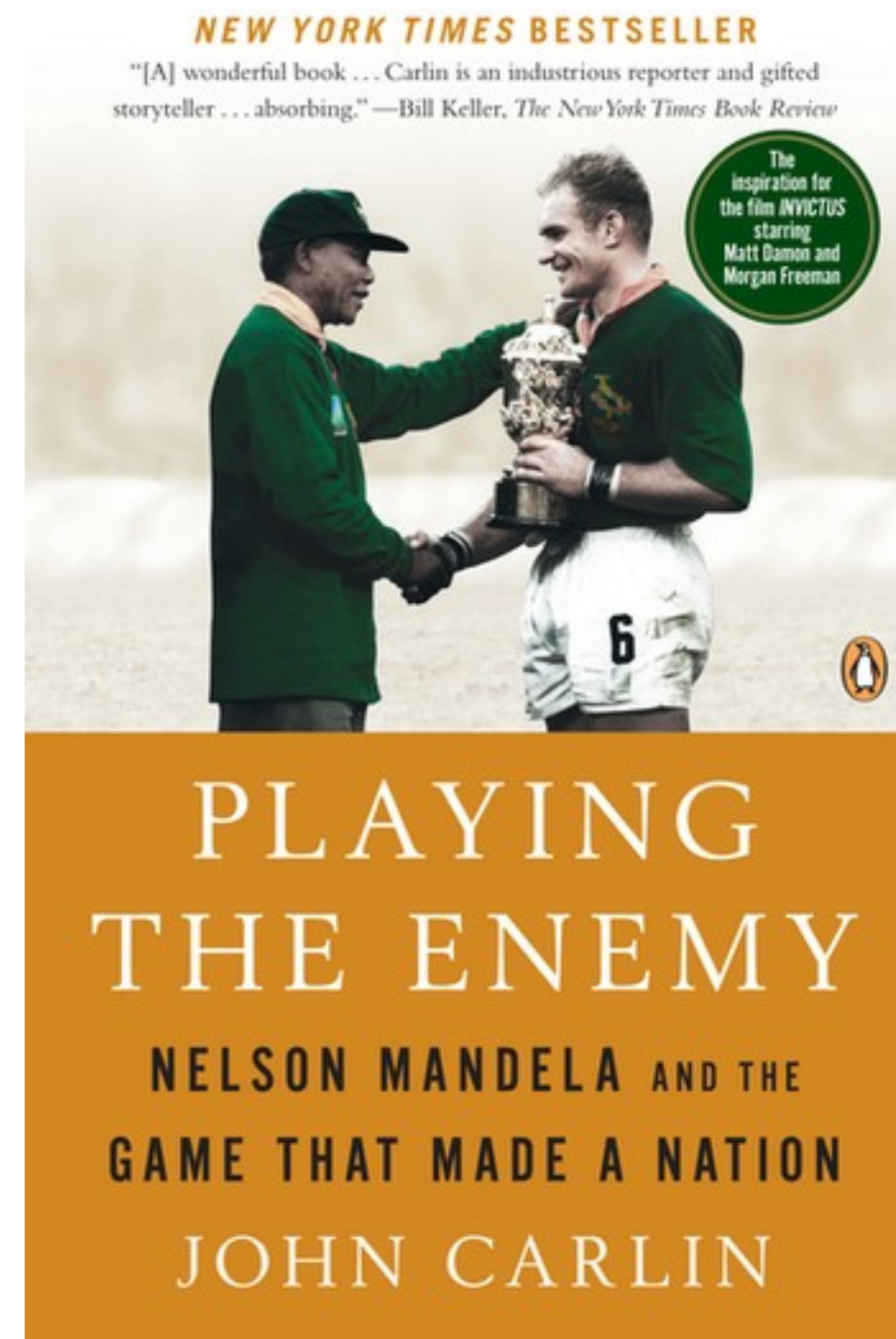
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**INVICTUS**

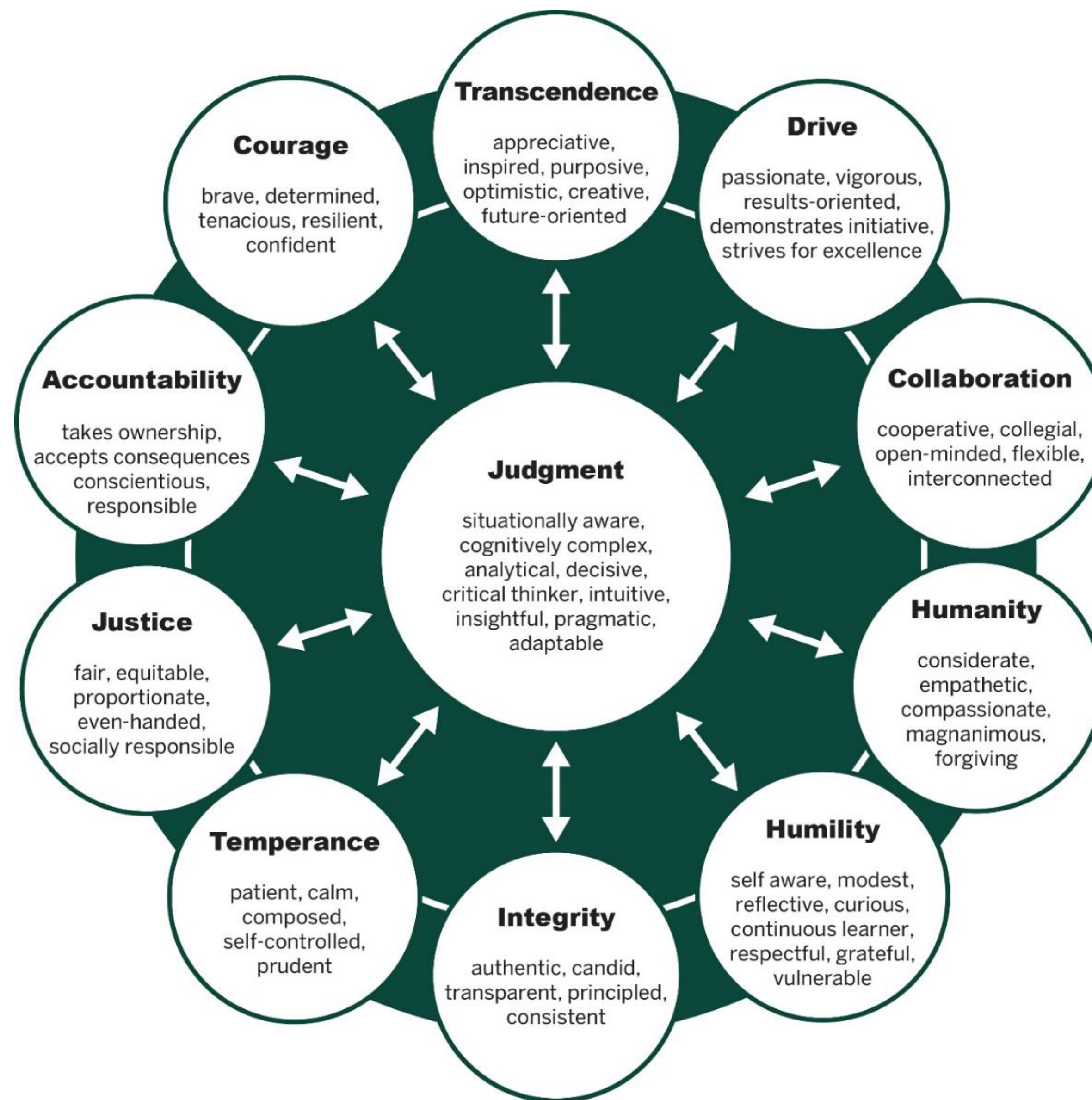




# INVICTUS

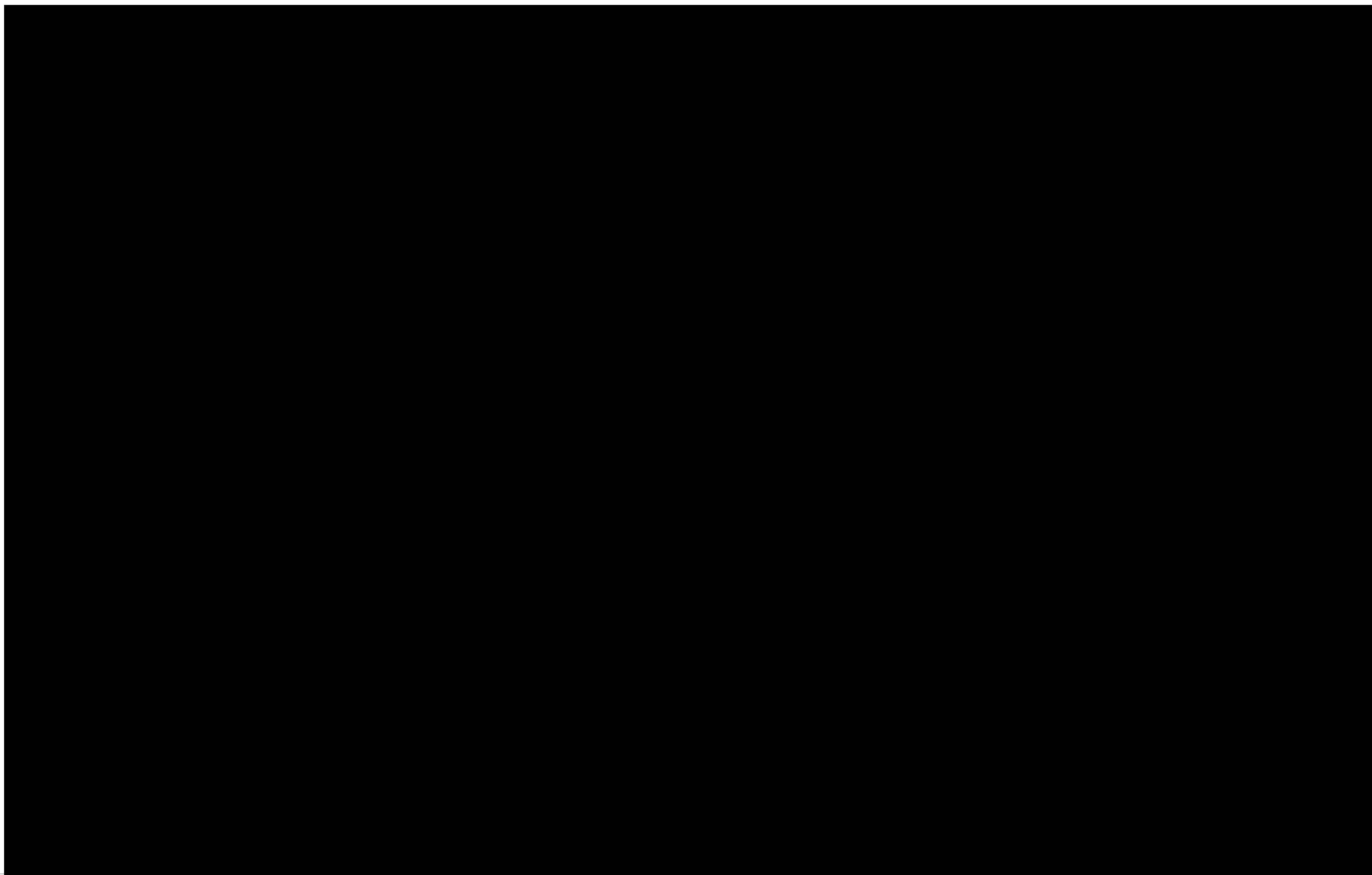








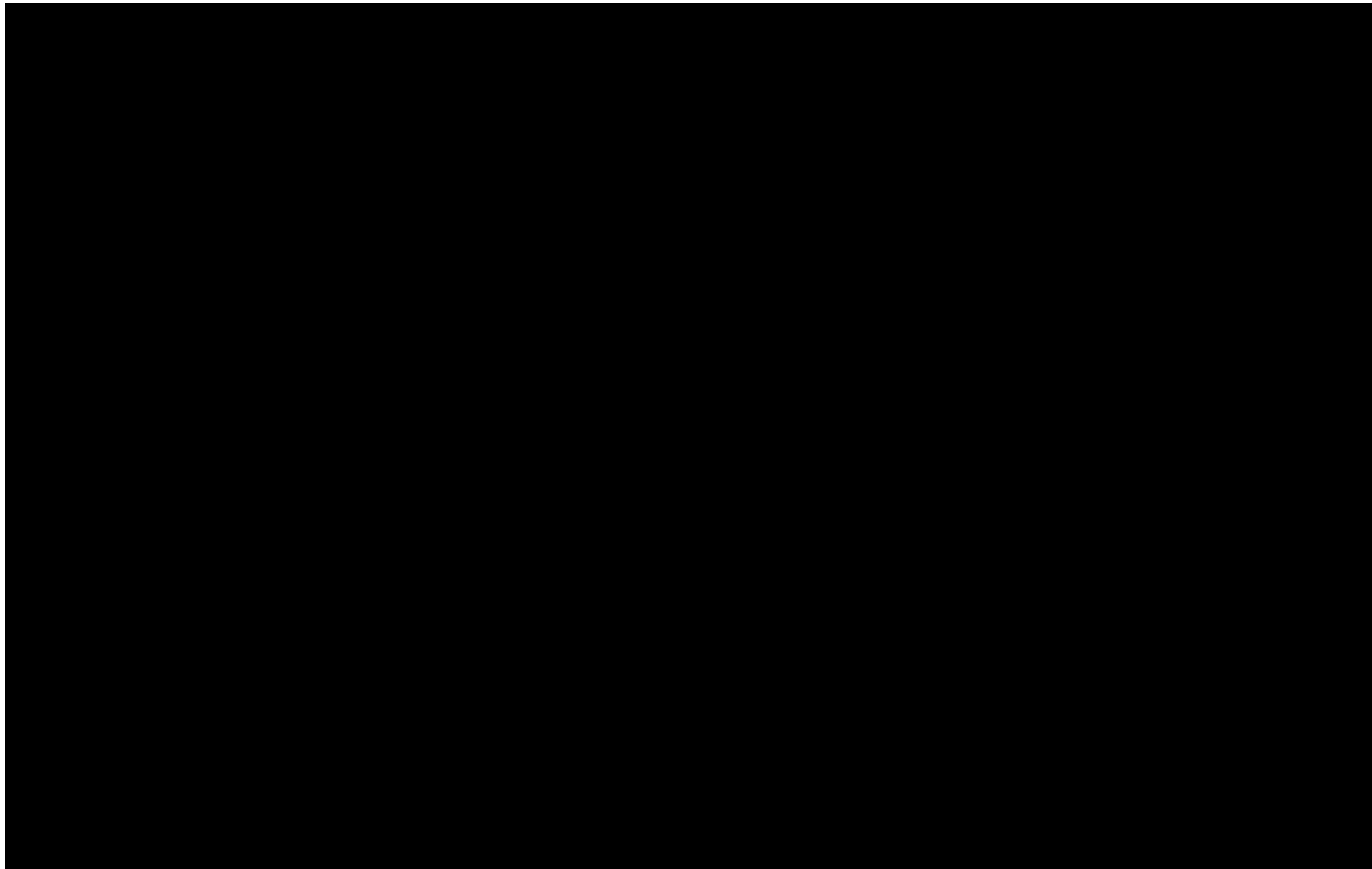
# 1 - MANDELA TAKING OFFICE





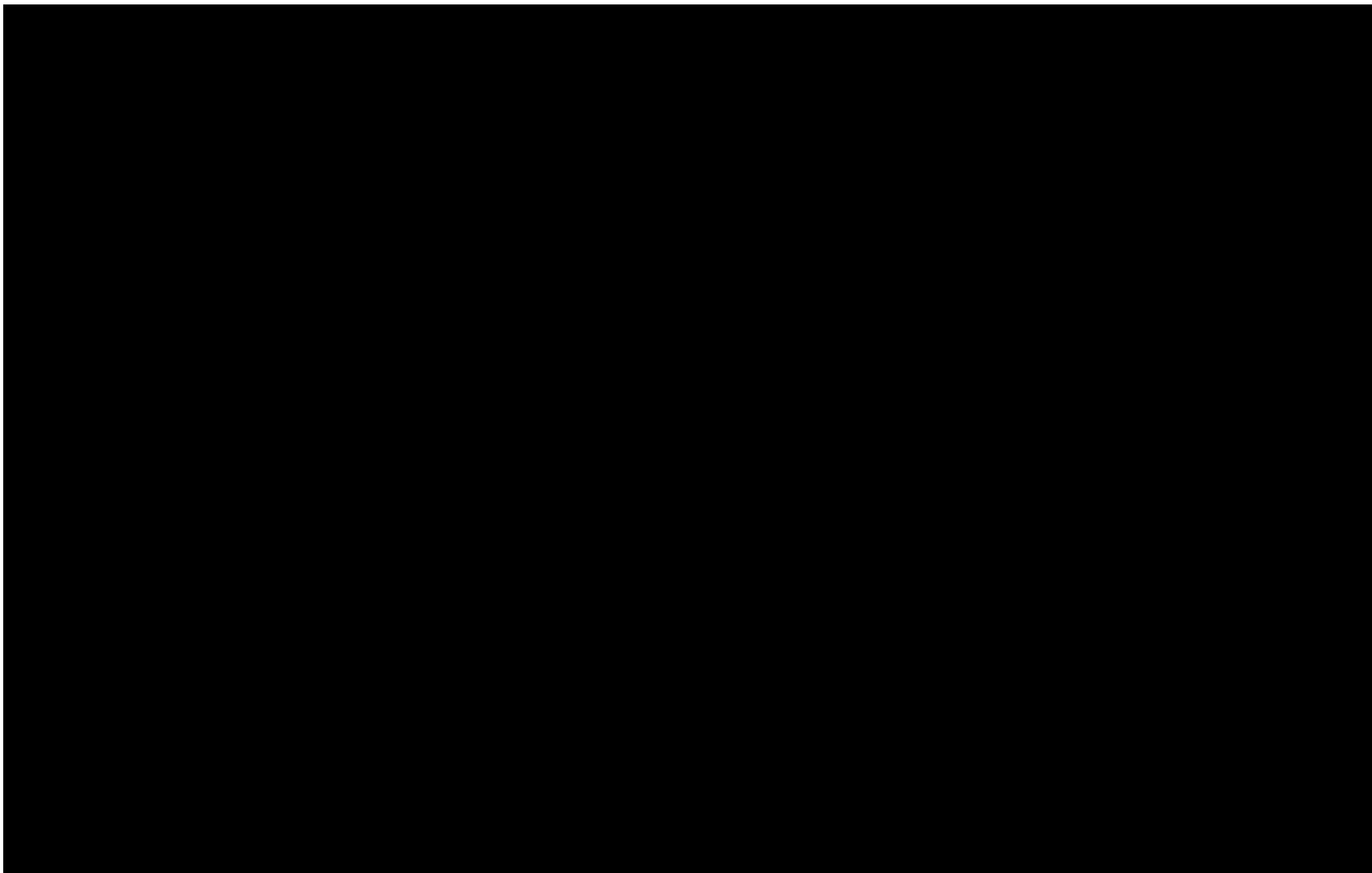
# 3 - SPORTS COMMISSION ASSEMBLY

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# 4 - PIENAAR MEETS MANDELA





# CAN CHARACTER BE DEVELOPED?

# CAN CHARACTER BE DEVELOPED?

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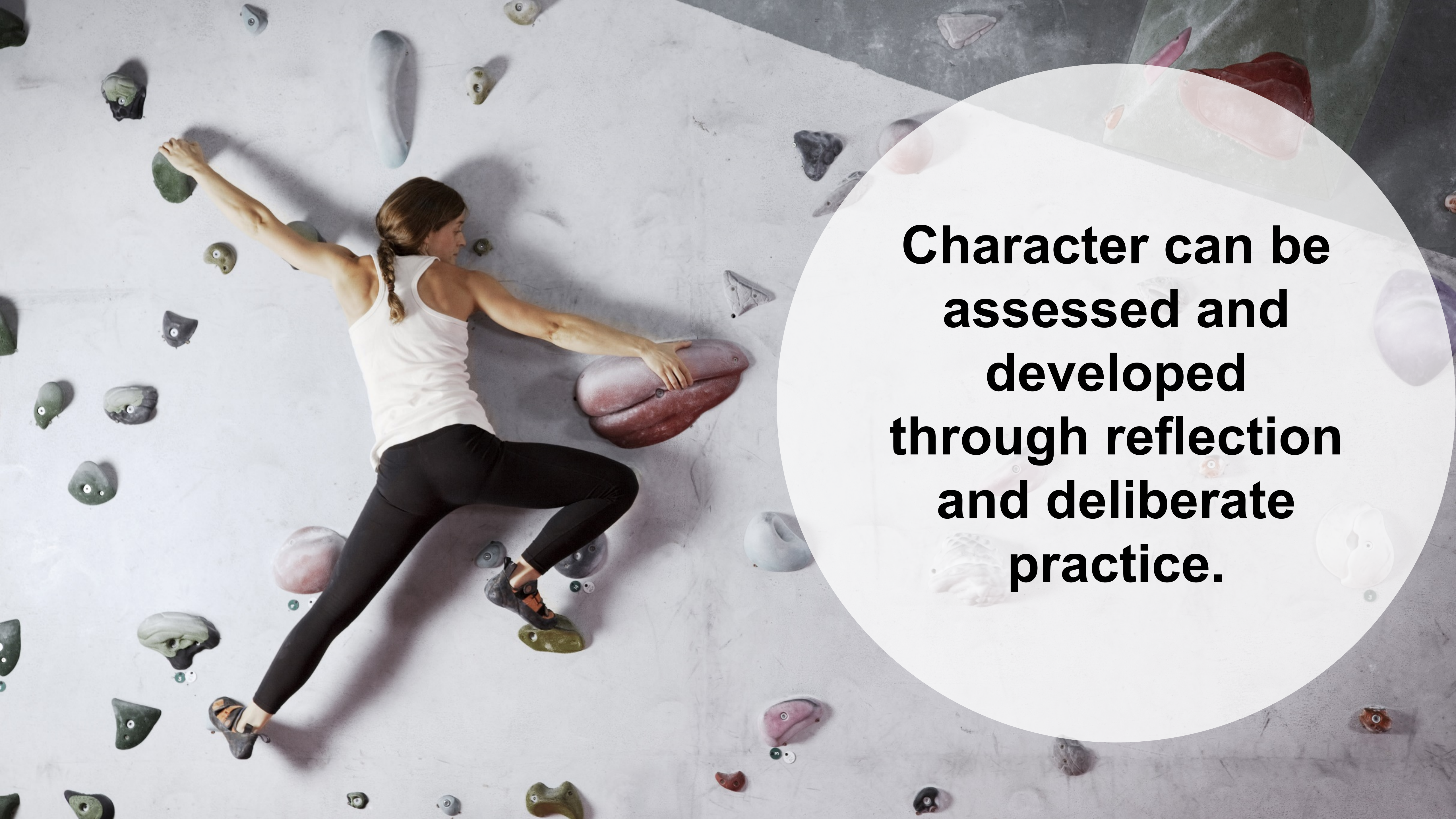
- Character can change for the better or worse
- Character is developed incrementally
- Range of different approaches - e.g., education; reading; workshops; simulations including role plays; experiences; music



# THE INDIVIDUAL'S ROLE IN CHARACTER DEVELOPMENT

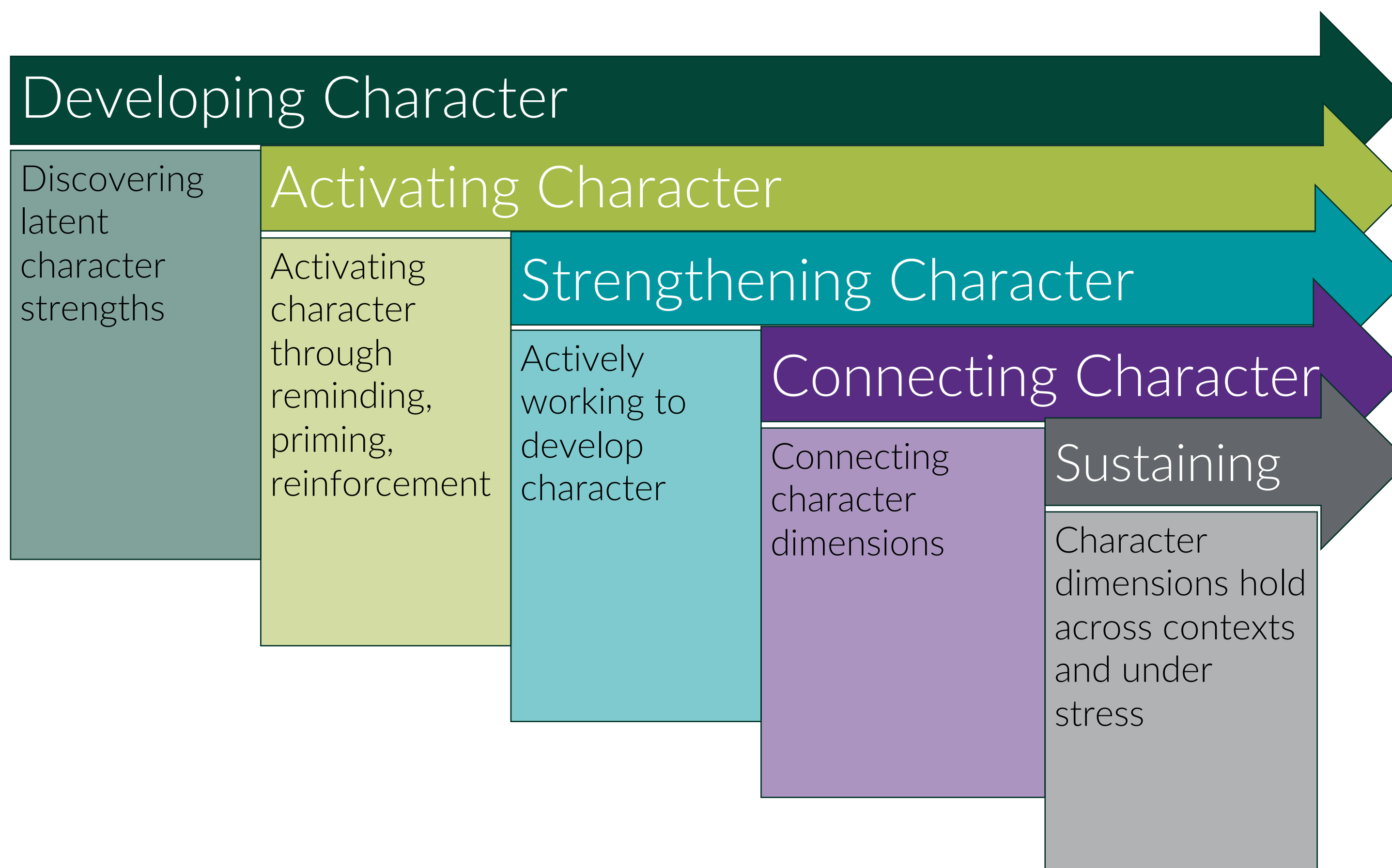
- People have the potential to constantly learn, modify, adapt and experiment as they make their way in life
- Reflect
  - Who am I?
  - What do I want to be?
  - What am I going to do to become what I want to be?
- Stretch, goal-setting
- Get data to course-correct, feedback especially on those experiences that really test character





**Character can be  
assessed and  
developed  
through reflection  
and deliberate  
practice.**





Think about developing character along a continuum



# THOUGHTS TO DESTINY

BE MINDFUL OF YOUR **THOUGHTS** ,THEY BECOME **WORDS**.

BE MINDFUL OF YOUR **WORDS**, THEY BECOME **ACTIONS**.

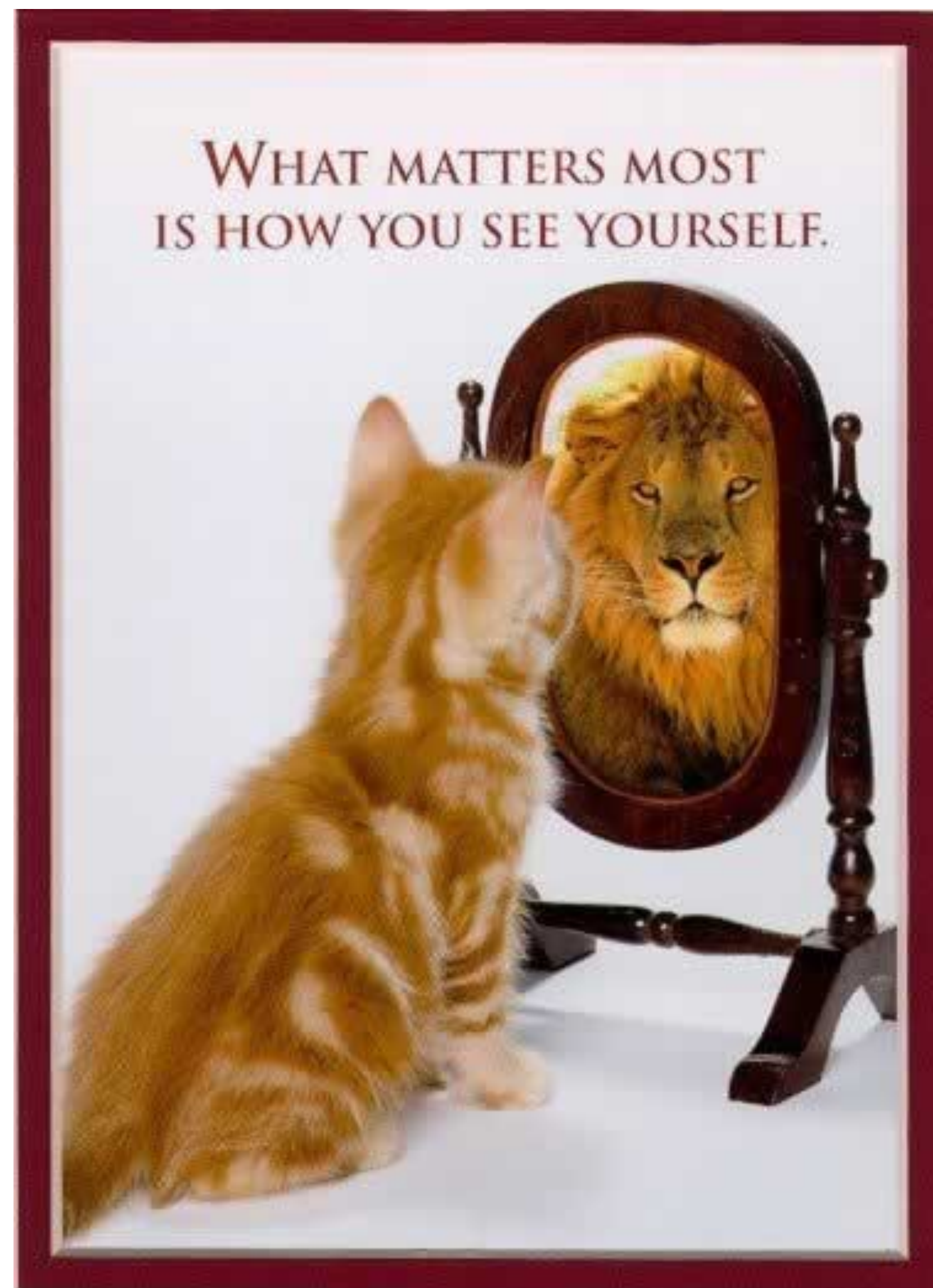
BE MINDFUL OF YOUR **ACTIONS**, THEY BECOME **HABITS**.

BE MINDFUL OF YOUR **HABITS**, THEY BECOME **CHARACTER**.

BE MINDFUL OF YOUR **CHARACTER**, IT BECOMES YOUR **DESTINY**.

Adapted Quote





"The root of leadership development is self-awareness."

Michael McCain



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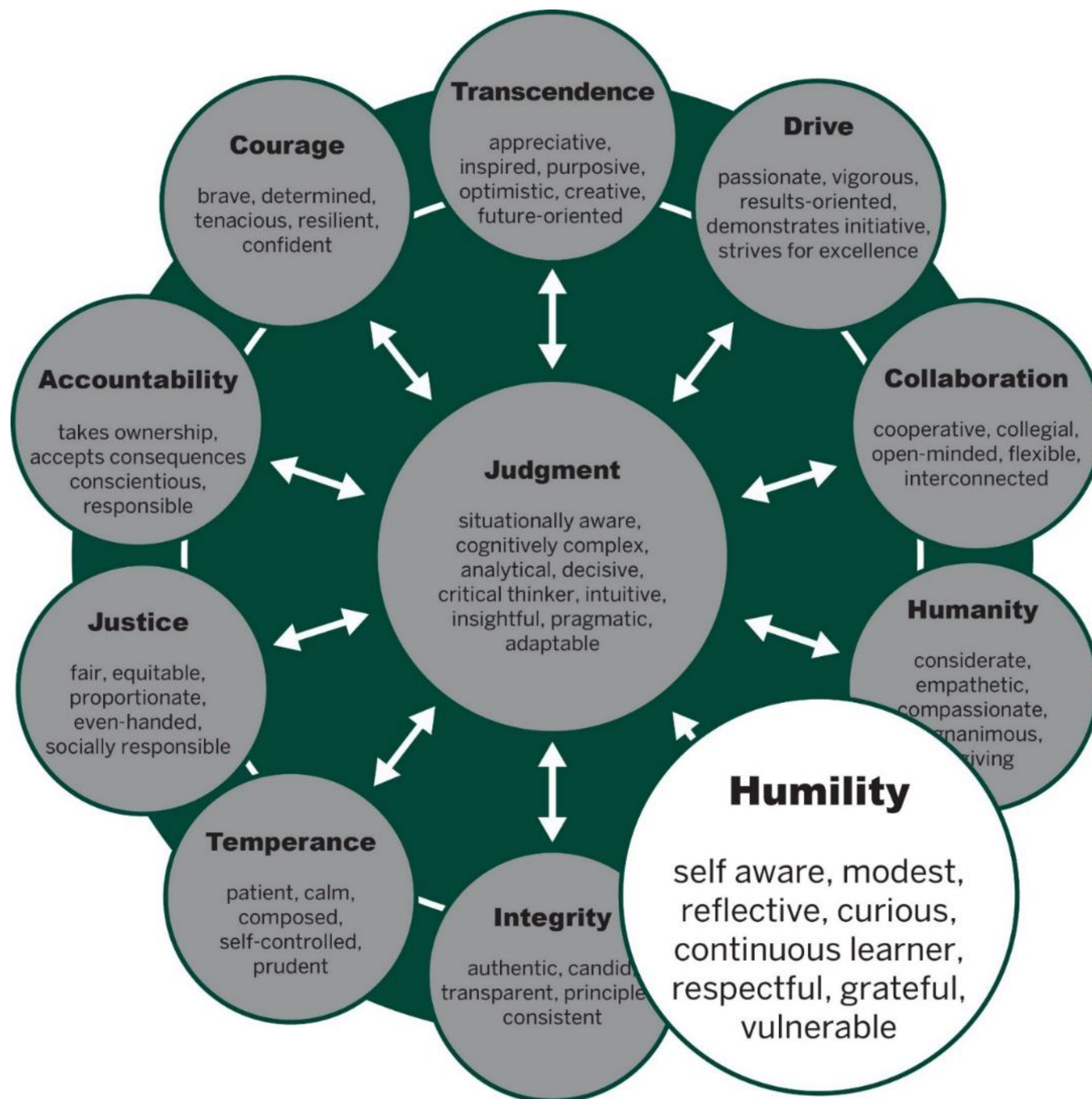
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# HUMILITY





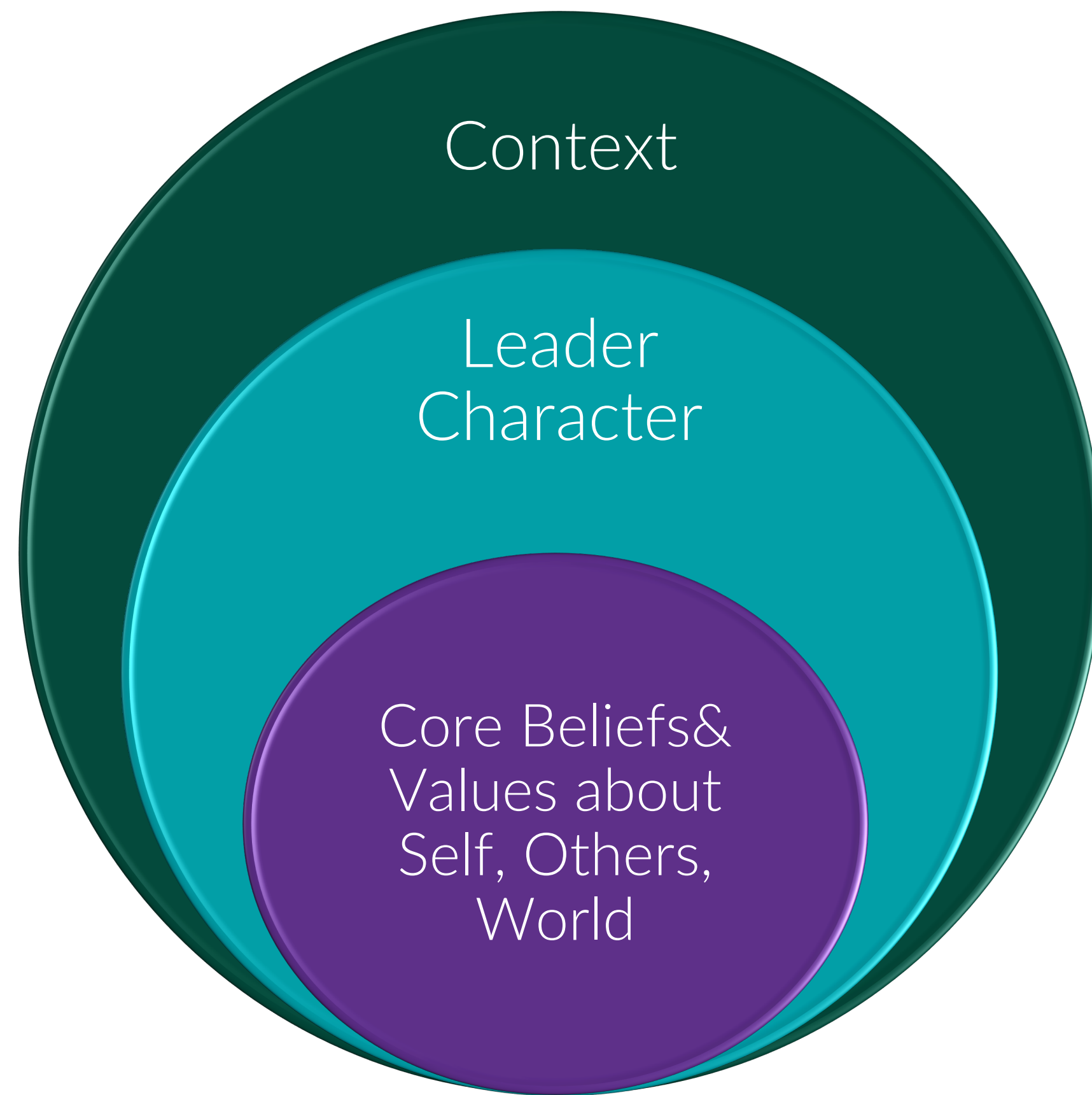


# HUMILITY

What has had to exist for this paper to be in front of you?



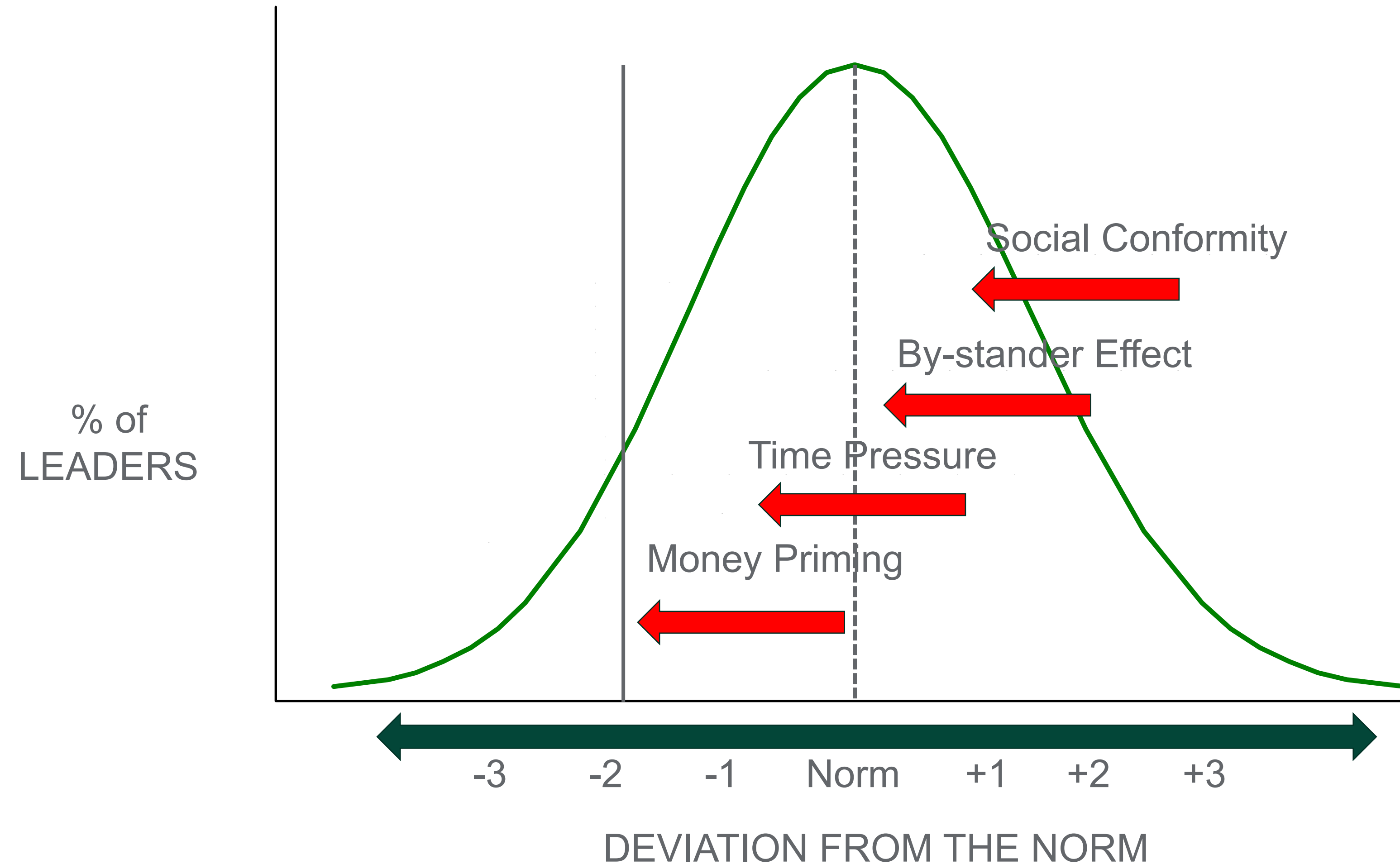
# CONTEXT, CHARACTER AND CORE SELF



- The Context you face will present increasing challenge (and opportunity)
- You will need to continue to strengthen your character to navigate that Context
- Strengthening character is likely to shift your core beliefs
- Be aware that dimensions of character which could be virtuous may operate as a vice
- Be mindful of both the functional and potentially dysfunctional nature of your core beliefs

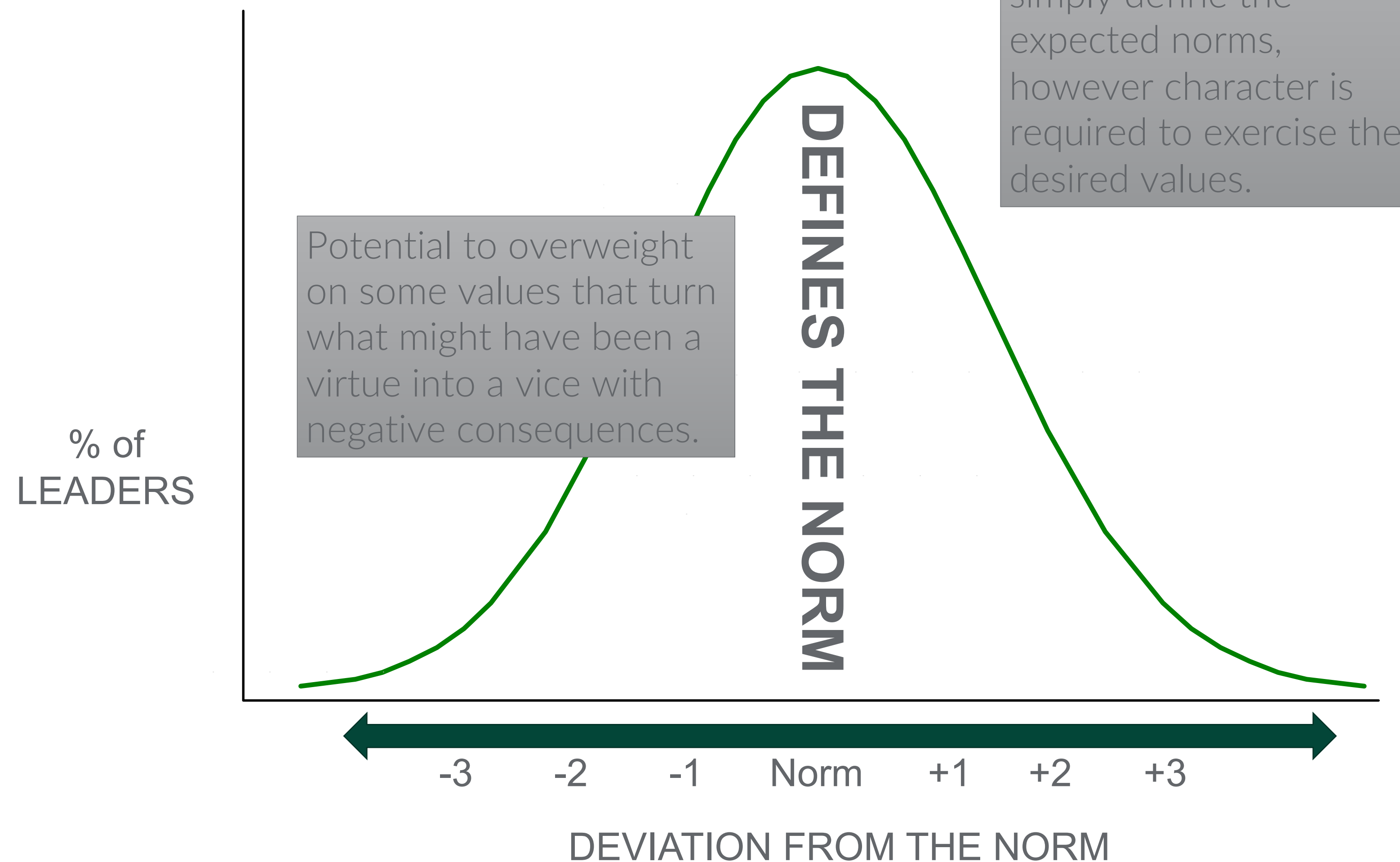
# CONTEXT CHALLENGES CHARACTER

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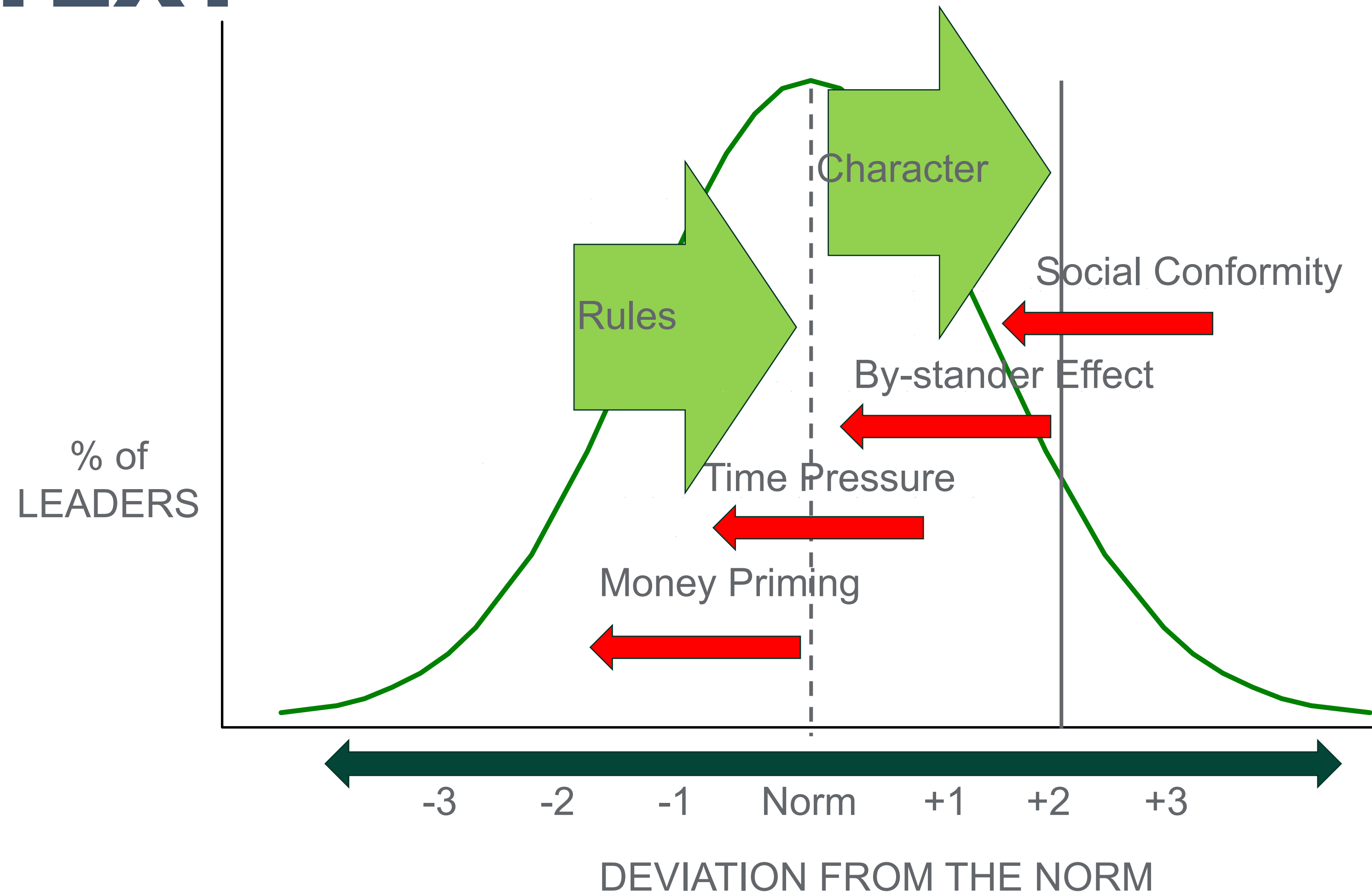


# VALUES & ETHICS



# CHARACTER CHALLENGES CONTEXT

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# CHARACTER IS FOUNDATIONAL

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- **Character of an organization's leadership is critical....**
  - Drives behaviour and conduct
  - Collective character defines the culture
- **Embedded Leader Character transforms an organization**
  - Character infuses thoughts, conversations and culture
  - Changes dynamics of every interaction, decision and judgment
  - Creates conditions for sustained excellence

# KEEP IN MIND....

- Character is exercised through judgment
- Quality of judgment impacts individual and hence organizational performance
- Character is practiced and can be developed
- Context can build or erode character hence there are important implications for Culture in general and HR Practices in particular



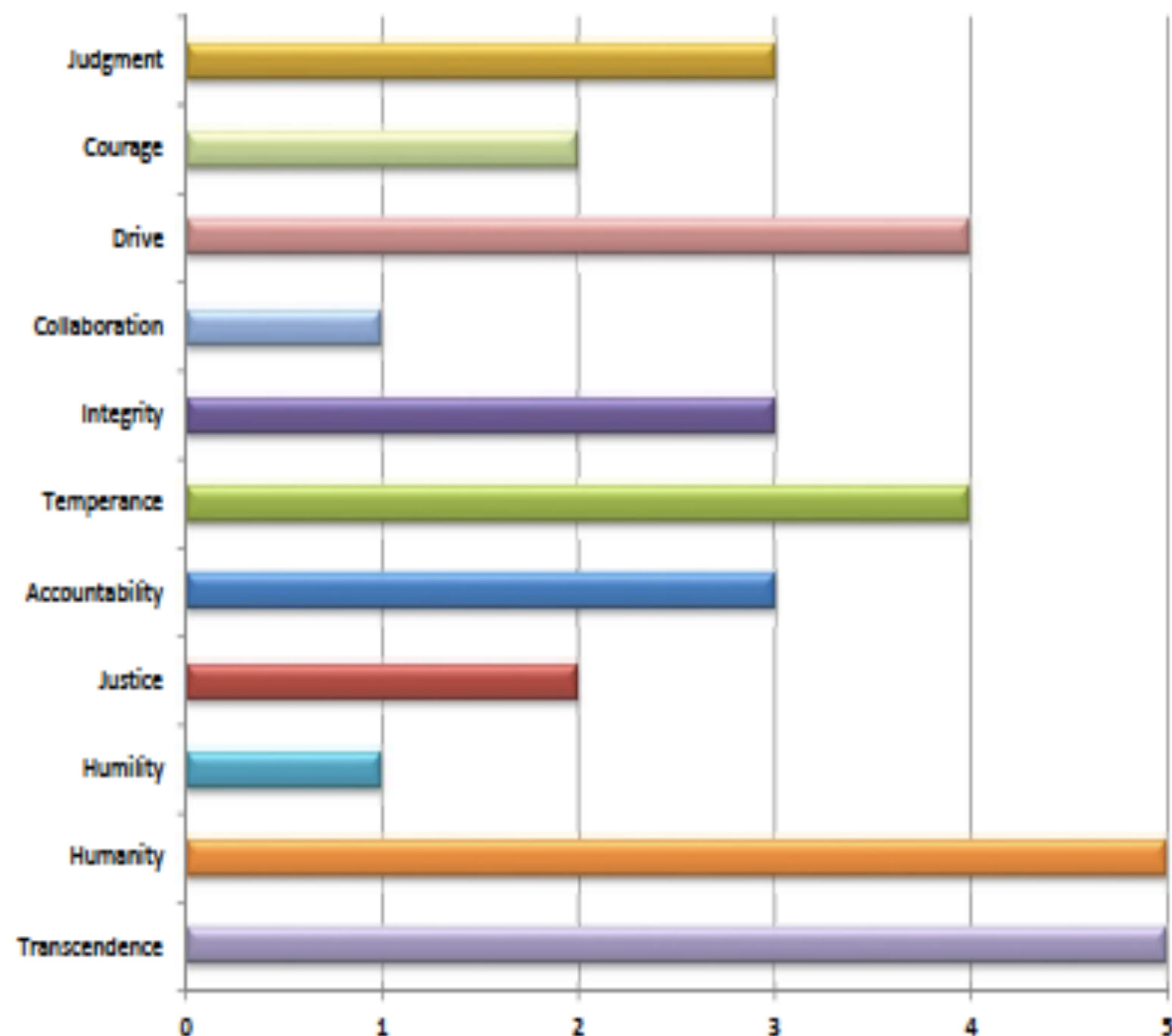
# LCIA

## LEADER CHARACTER INSIGHT ASSESSMENT

### LCIA Results Overview

#### Dimension Scores

In responding to the LCIA items you were asked to identify how likely you would be to engage in various behaviours that reflect the character dimensions and elements described in this report. You responded using the following scale: 1=Extremely Unlikely, 2=Unlikely, 3=Unsure, 4=Likely, 5=Extremely Likely. The graph below shows your score on each character dimension.



#### JUDGMENT

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

#### ELEMENTS

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

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

**Analytical:** Skillfully analyzes and employs logical reasoning.

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

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

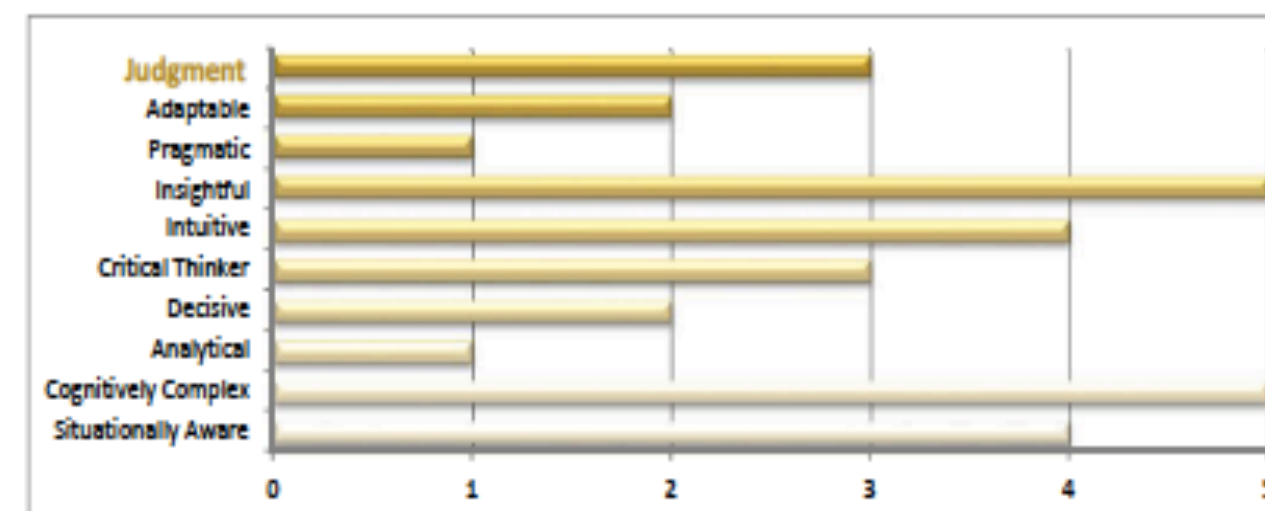
**Intuitive:** Understands things without an apparent need for conscious reasoning.

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

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

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

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





Good character is not formed in a week or month. It is created little by little, day by day. Protracted and patient effort is needed to develop good character.

-Heraclitus

