

## How to recognize Leadership Character in an Individual

An individual with Leadership Character would have, to some degree, each of the qualities listed in the chart below. The observable behaviors are described to the right of each quality.

Quality	Behavioral Indicators
<p><b>Integrity</b> Basic Integrity – defined by honesty, authenticity, and truth telling – is the foundation for being seen as an ethical leader.</p>	<ul style="list-style-type: none"> <li>• Can be counted on to tell the truth.</li> <li>• Not deceptive or self-serving; doesn't talk about people behind their backs.</li> <li>• Keeps all promises.</li> <li>• Doesn't twist facts for personal advantage.</li> <li>• Is willing to stand up for what is right.</li> <li>• Tells the truth even when it's difficult.</li> </ul>
<p><b>Empathy</b> Treating everyone in the organization with empathy helps leaders earn trust. Leaders who are empathetic create strong bonds and are seen as less "political."</p>	<ul style="list-style-type: none"> <li>• Can understand others' points of view, including the views of those who are different.</li> <li>• Shows genuine concern for others.</li> <li>• Listens with understanding.</li> <li>• Is respectful even when he or she has nothing to gain from the relationship.</li> </ul>
<p><b>Lack of Blame</b> People who project blame are seen as irresponsible and lacking in integrity.</p>	<ul style="list-style-type: none"> <li>• Spends time fixing problems, not assigning blame.</li> <li>• Doesn't evade responsibility.</li> <li>• Doesn't exhibit an "us vs. them" mentality.</li> <li>• Doesn't blame other departments for organizational problems.</li> <li>• Doesn't look for a scapegoat in a crisis.</li> </ul>
<p><b>Humility</b> Humility keeps leaders from appearing arrogant or self-righteous, and keeps the ethical conversation open.</p>	<ul style="list-style-type: none"> <li>• Listens to others with an open mind.</li> <li>• Doesn't brag or name drop.</li> <li>• Clearly sees and admits own limitations and failings.</li> <li>• Is willing to compromise on a decision when appropriate.</li> <li>• Welcomes suggestions and feedback for improvement.</li> <li>• Not self-righteous; can listen to and understand others' points of view.</li> </ul>
<p><b>Emotional Mastery</b> Leaders who are explosive are viewed as lacking in empathy and consideration for others, and don't hear the truth in the organization.</p>	<ul style="list-style-type: none"> <li>• Doesn't berate others when annoyed or disappointed.</li> <li>• Maintains composure during times of stress, pressure or disagreement.</li> <li>• Is able to manage anxiety in difficult situations.</li> <li>• Can listen to tough feedback and bad news without over-reacting.</li> <li>• Can express disagreement calmly.</li> </ul>

Quality	Behavioral Indicators
<p><b>Accountability</b> Leaders who are accountable follow through on commitments and are willing to hold other people accountable.</p>	<ul style="list-style-type: none"> <li>• Can be counted on to deliver on promises.</li> <li>• Is willing to hold others accountable.</li> <li>• Addresses performance issues with employees.</li> <li>• Accepts responsibility for own actions.</li> <li>• Takes personal responsibility for the success of the organization.</li> <li>• Takes initiative to get things done.</li> </ul>
<p><b>Self Confidence</b> Leaders with self-confidence are less likely to go along with the crowd, and feel confident and assertive enough to speak their minds.</p>	<ul style="list-style-type: none"> <li>• Has a self-assured bearing.</li> <li>• Is willing to express an opinion.</li> <li>• Isn't afraid to try something again even though he/she has failed at it before.</li> <li>• Unafraid to bring up concerns and stick to a position.</li> <li>• Holds own even when others disagree.</li> </ul>
<p><b>Courage</b> Leaders with courage are willing to address uncomfortable issues and take risks, even when they may endanger their own position or career.</p>	<ul style="list-style-type: none"> <li>• Is willing to act; avoids getting caught up in analysis paralysis – willing to act.</li> <li>• Champions new or unpopular ideas.</li> <li>• Lets people know where they stand.</li> <li>• Takes the ball and runs with it, even when there are obstacles.</li> <li>• Isn't afraid to try new approaches to solving problems.</li> </ul>
<p><b>Focus on the Whole</b> Leaders who focus on the whole are able to put the organization's interest or even the larger community's interest above their own self-interest or their own department's interest.</p>	<ul style="list-style-type: none"> <li>• Shares information across the company.</li> <li>• Considers the impact of decisions on all departments.</li> <li>• Helps people see how their job or effort contributes to the organization's success.</li> <li>• Communicates excitement and enthusiasm for the organization and its goals.</li> </ul>

