

How to Recognize Organization Character

Rate the extent that your organization exhibits each quality, with one being a low score indicating that the organization rarely exhibits the quality, and ten being a high score indicating that the organization almost always exhibits the quality. To take this assessment on the web, go to www.leadershipcharacter.com

Quality	Indicators	Rating
<p>Integrity Basic Integrity – defined by honesty, authenticity, and truth telling – is the foundation for an ethical organization.</p>	<ul style="list-style-type: none"> • We are honest with our customers. • We are honest with our shareholders. • Our accounting practices give a truthful picture of our financial results. • We don't shade the truth in our advertising. • We don't shade the truth when trying to make a sale. • Our products and services perform exactly as advertised. • We deal fairly with our suppliers. • Our values as an organization are clear. • We behave in accordance with our values: we walk our talk. • I trust our leaders to tell the truth. • We talk about ethical concerns frequently. • People who violate our ethical codes are terminated. • We consider the ethical implications of all major decisions. 	
<p>Empathy In an organization high in empathy has a good understanding of both employees and customers alike, making communication smooth and commitment high.</p>	<ul style="list-style-type: none"> • Everyone is treated with respect, regardless of position. • The ideas and input of all employees are taken seriously, regardless of gender, age, race, or position. • People are rarely criticized in public. • Communication from senior management is rarely discounted or misunderstood. • Customer input is actively solicited on an ongoing basis. • Customer satisfaction is a key metric of our success. • Employee satisfaction is a key metric of our success. 	
<p>Lack of Blame In organizations high in this quality, departments don't blame each other and take responsibility when things go wrong.</p>	<ul style="list-style-type: none"> • We don't blame other departments when things go wrong. • Our departments respect each other. • Cross-functional cooperation is good. • People rarely look for a scapegoat during a crisis. • Finger pointing is discouraged in our company. • We are more interested in how to fix things than in who broke them. 	
<p>Humility Willing to learn from other organizations, open to change and the need to change, not too proud to look inward.</p>	<ul style="list-style-type: none"> • We actively try to learn from other organizations. • We often try to bring in ideas from other organizations. • Arrogance is not rewarded in this organization. • We review and learn from projects that don't go as planned. 	
<p>Emotional Mastery The norms of the organization support constructive conflict and openness, but don't support explosiveness and hostility.</p>	<ul style="list-style-type: none"> • Our leaders are willing to hear bad news. • People are able to openly and constructively discuss differences of opinion. • There is little unproductive conflict and tension. • Emotional outbursts are rare. • We handle crises calmly and effectively. 	

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<p>Accountability Accountable organizations get results, keep promises to customers, and stay focused on goals.</p>	<ul style="list-style-type: none"> • We keep promises made to employees. • We are a results-oriented organization. • Our measurement systems are excellent – they keep us focused on what’s important. • People who are responsible and dependable are rewarded. • We keep our promises to customers. • No one says “It’s not my job.” • Everyone takes some responsibility for the quality of our products/services. • We don’t give our customers the “run around” when they call to complain. 	
<p>Self Confidence An organization with confidence is proud of its accomplishments and its culture, and feels that it can win in the marketplace.</p>	<ul style="list-style-type: none"> • People feel confident in themselves. • People feel they can solve problems and figure out solutions to tough problems. • We feel confident and proud of our accomplishments. • We do important work. • People are proud to say they work here. 	
<p>Courage Organizations with courage own up to mistakes, make reparations quickly, take risks, and try new things readily.</p>	<ul style="list-style-type: none"> • We are willing to try new ways of doing things. • We are willing to take risks as an organization. • People are willing to speak the truth even when it’s unpopular. • People are supported for coming up with new and innovative ideas. • Management is not afraid to admit when they are wrong. • I feel comfortable bringing up possible ethical conflicts, even with my boss. • I would feel comfortable questioning a decision made by my boss. • We understand that success often requires rapid change. 	
<p>Focus on the Whole An organization that promotes a focus on the whole shares information widely and helps everyone understand how they work together to make the whole successful.</p>	<ul style="list-style-type: none"> • We share information freely across the company. • Everyone knows what’s going on. • Everyone understands our mission, and how we each contribute to that mission. • People are more concerned about the organization as a whole than about their own department. • Decisions are not made without knowledge of the impact on other departments. • We all feel a sense of duty to represent our organization favorably to the community. • Cross training is encouraged within the organization. • I have a good understanding of how this organization works. 	

