



How to recognize Organization Character

An Organization 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	Indicators
<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 a lot of conflict and tension. • Emotional outbursts are rare. • We handle crises calmly and effectively.

Quality	Indicators
<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.



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