

# The Character of Leadership

An Ancient Model for a Quantum Age



Assessment & Worksheet



## Overview

This assessment and worksheet allows you to accomplish three things:

1. Become familiar with the Character of Leadership Model
2. Evaluate your leadership strength using the Character of Leadership Assessment
3. Determine the actions necessary to successfully deal with a leadership opportunity

You can complete each section separately or use them as steps for improving your character based leadership. To familiarize yourself with the model, read the description in Section 1 below.

To evaluate your leadership strength based on the model move to Section 2 which begins on page 3. Once you complete the Assessment, review your answers to specific questions, looking for both your highest and lowest-rated questions. You can record the highs and lows and any actions you will take based on those ratings on pages 10 and 11. Record your average score for each element on page 12.

To get the most from the assessment, use Section 3 which begins on page 13 to describe a current leadership situation you face, answering the questions and committing to actions based on each element of the model.

## *The Character Of Leadership Model*

We did not create the Character of Leadership Model; we discovered it. The model has its origins among the ancient leaders. Greek thinkers and first century leaders established the idea that a person's character was comprised of:

**Faith:** Leading based on a clear set of positive core values that are demonstrated through leadership actions.

**Justice:** Leading by doing what is right even when it is difficult and costly; leading in a selfless manner and fostering personal and team accountability.

**Temperance:** Leading with personal humility, passion and self-control.

**Hope:** Leading by sincerely and convincingly articulating a bright future, especially when the immediate circumstances are bleak.

**Wisdom:** Leading by effectively applying accumulated knowledge and experience to current situations.

**Love:** Leading by demonstrating a genuine concern, care and compassion for people.

**Courage:** Leading by boldly seizing opportunities and firmly dealing with challenges.

In the book, *The Character of Leadership: An Ancient Model for a Quantum Age*, we make the case that you should focus on the elements of character when developing your leadership ability because the challenges we face are not economic, environmental, social or legal; they are challenges of character and leadership.



# Faith

Before you begin answering the assessment questions, it is important to articulate your core beliefs. To get you started consider what you believe about people, time and money.

I believe: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

For each of the questions in the assessment that follows please indicate how often you perform each action well. At the end of each section add the total score for all questions related to that element and place that on the total line provided.

Communicate through words a clear set of positive core beliefs.

1      1      2      3      4      5      6      7      8      9      10  
          Never      Seldom      Sometimes      Usually      Always

Demonstrate positive core beliefs in action.

2      1      2      3      4      5      6      7      8      9      10  
          Never      Seldom      Sometimes      Usually      Always

Provide clear meaning to the work of others.

3      1      2      3      4      5      6      7      8      9      10  
          Never      Seldom      Sometimes      Usually      Always

Demonstrate openness to new ideas that may initially appear to contradict existing beliefs.

4      1      2      3      4      5      6      7      8      9      10  
          Never      Seldom      Sometimes      Usually      Always

Total \_\_\_\_\_



# Justice

Seize opportunities to do what is right, even if not personally rewarding.

5	1	2	3	4	5	6	7	8	9	10
	Never		Seldom		Sometimes		Usually		Always	

Establish simple and clear guidelines for people to follow.

6	1	2	3	4	5	6	7	8	9	10
	Never		Seldom		Sometimes		Usually		Always	

Assure that team members can make just judgments for themselves within guidelines.

7	1	2	3	4	5	6	7	8	9	10
	Never		Seldom		Sometimes		Usually		Always	

Accept accountability for own efforts and for the actions of others.

8	1	2	3	4	5	6	7	8	9	10
	Never		Seldom		Sometimes		Usually		Always	

Hold others accountable for their actions; ensure that people receive fair treatment and equal opportunity.

6	1	2	3	4	5	6	7	8	9	10
	Never		Seldom		Sometimes		Usually		Always	

Total \_\_\_\_\_

**Notes:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



# Temperance

Listen attentively to others without reacting with emotional outbursts.

10	1	2	3	4	5	6	7	8	9	10
	Never		Seldom		Sometimes		Usually		Always	

Invite contact by being open and approachable.

11	1	2	3	4	5	6	7	8	9	10
	Never		Seldom		Sometimes		Usually		Always	

Remain calm and deal fairly with all people in high-pressure situations.

12	1	2	3	4	5	6	7	8	9	10
	Never		Seldom		Sometimes		Usually		Always	

Remain focused on results without seeking personal credit for success and make sure that success is shared with the team.

13	1	2	3	4	5	6	7	8	9	10
	Never		Seldom		Sometimes		Usually		Always	

Total \_\_\_\_\_

**Notes:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



# Hope

Lead with a sense of purpose that transcends the immediate.

14	1	2	3	4	5	6	7	8	9	10
	Never		Seldom		Sometimes		Usually		Always	

Ask questions that challenge current thinking; explore and question accepted practices, patterns and assumptions; stimulate creativity.

15	1	2	3	4	5	6	7	8	9	10
	Never		Seldom		Sometimes		Usually		Always	

Assure that the organization has a clear and compelling vision of the future.

16	1	2	3	4	5	6	7	8	9	10
	Never		Seldom		Sometimes		Usually		Always	

Communicate the vision in a way that promotes wide ownership.

17	1	2	3	4	5	6	7	8	9	10
	Never		Seldom		Sometimes		Usually		Always	

Ensure that everyone's actions are consistent with the vision and support its achievement.

18	1	2	3	4	5	6	7	8	9	10
	Never		Seldom		Sometimes		Usually		Always	

Total \_\_\_\_\_

**Notes:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



# Wisdom

Understand own strengths and exploit them for the good of the organization.

19	1	2	3	4	5	6	7	8	9	10
	Never		Seldom		Sometimes		Usually		Always	

Invest time and energy in self-development and growth.

20	1	2	3	4	5	6	7	8	9	10
	Never		Seldom		Sometimes		Usually		Always	

Expand knowledge to explore information and experiences in other, often unrelated, fields.

21	1	2	3	4	5	6	7	8	9	10
	Never		Seldom		Sometimes		Usually		Always	

Seek information from others.

22	1	2	3	4	5	6	7	8	9	10
	Never		Seldom		Sometimes		Usually		Always	

Ensure that action plans are prepared and used.

23	1	2	3	4	5	6	7	8	9	10
	Never		Seldom		Sometimes		Usually		Always	

Total \_\_\_\_\_

**Notes:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



# Love

Give full attention and show genuine interest in others.

24	1	2	3	4	5	6	7	8	9	10
	Never		Seldom		Sometimes		Usually		Always	

Accept question and input from team members.

25	1	2	3	4	5	6	7	8	9	10
	Never		Seldom		Sometimes		Usually		Always	

Offer genuine apologies after having said or done something inappropriate.

26	1	2	3	4	5	6	7	8	9	10
	Never		Seldom		Sometimes		Usually		Always	

Demonstrate a genuine concern for the lives of the people you lead.

27	1	2	3	4	5	6	7	8	9	10
	Never		Seldom		Sometimes		Usually		Always	

Discuss and then openly negotiate with others their expectations of own performance

28	1	2	3	4	5	6	7	8	9	10
	Never		Seldom		Sometimes		Usually		Always	

Make specific commitments based on the negotiated terms.

29	1	2	3	4	5	6	7	8	9	10
	Never		Seldom		Sometimes		Usually		Always	

Perform commitments in a timely manner.

30	1	2	3	4	5	6	7	8	9	10
	Never		Seldom		Sometimes		Usually		Always	

Total \_\_\_\_\_





# Courage

Tackle conflict by making it clear to both parties why it's necessary to resolve it.

31	1	2	3	4	5	6	7	8	9	10
	Never		Seldom		Sometimes		Usually		Always	

Make sure the most important and difficult issues are put on the table to be resolved.

32	1	2	3	4	5	6	7	8	9	10
	Never		Seldom		Sometimes		Usually		Always	

Encourage people to speak up and communicate directly when conflicts arise.

33	1	2	3	4	5	6	7	8	9	10
	Never		Seldom		Sometimes		Usually		Always	

Seize opportunities to avert risk or achieve success.

34	1	2	3	4	5	6	7	8	9	10
	Never		Seldom		Sometimes		Usually		Always	

Approach obstacles and challenges with determination to succeed.

35	1	2	3	4	5	6	7	8	9	10
	Never		Seldom		Sometimes		Usually		Always	

Find a clear and direct path in ambiguous situations.

36	1	2	3	4	5	6	7	8	9	10
	Never		Seldom		Sometimes		Usually		Always	

Total \_\_\_\_\_

**Notes:** \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

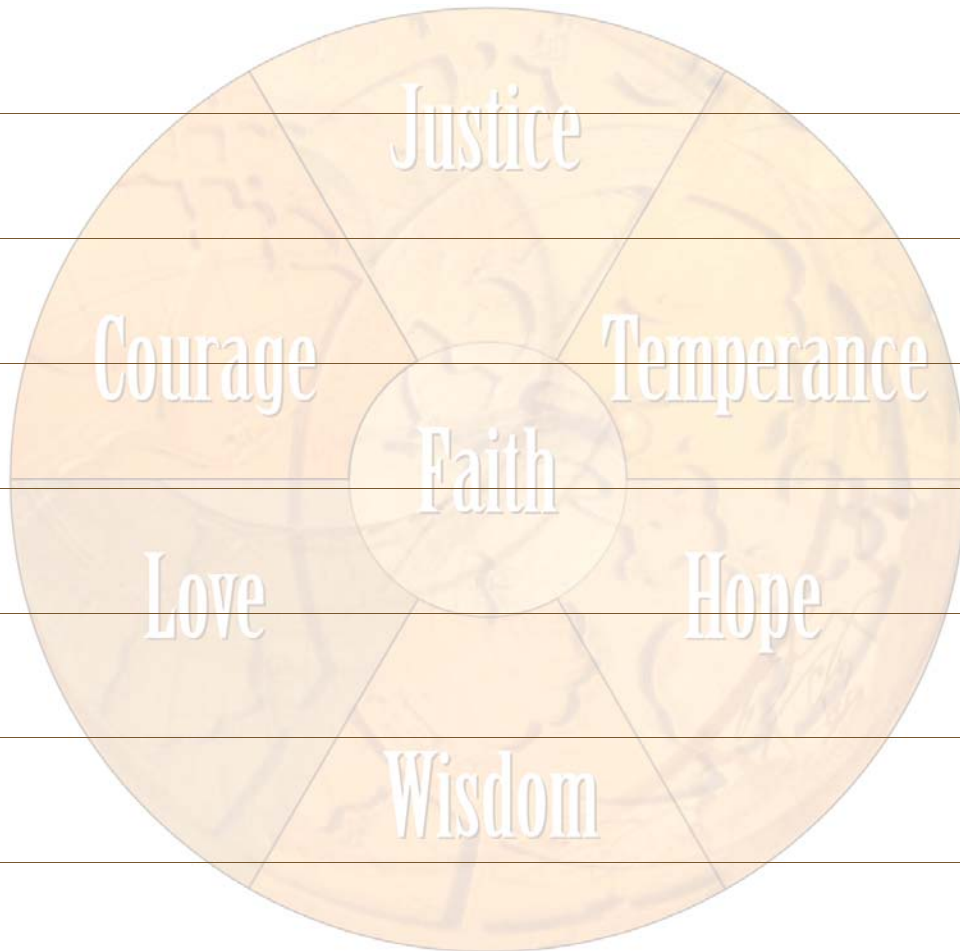


*Low Scoring Questions*

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Action Number	Score	Action
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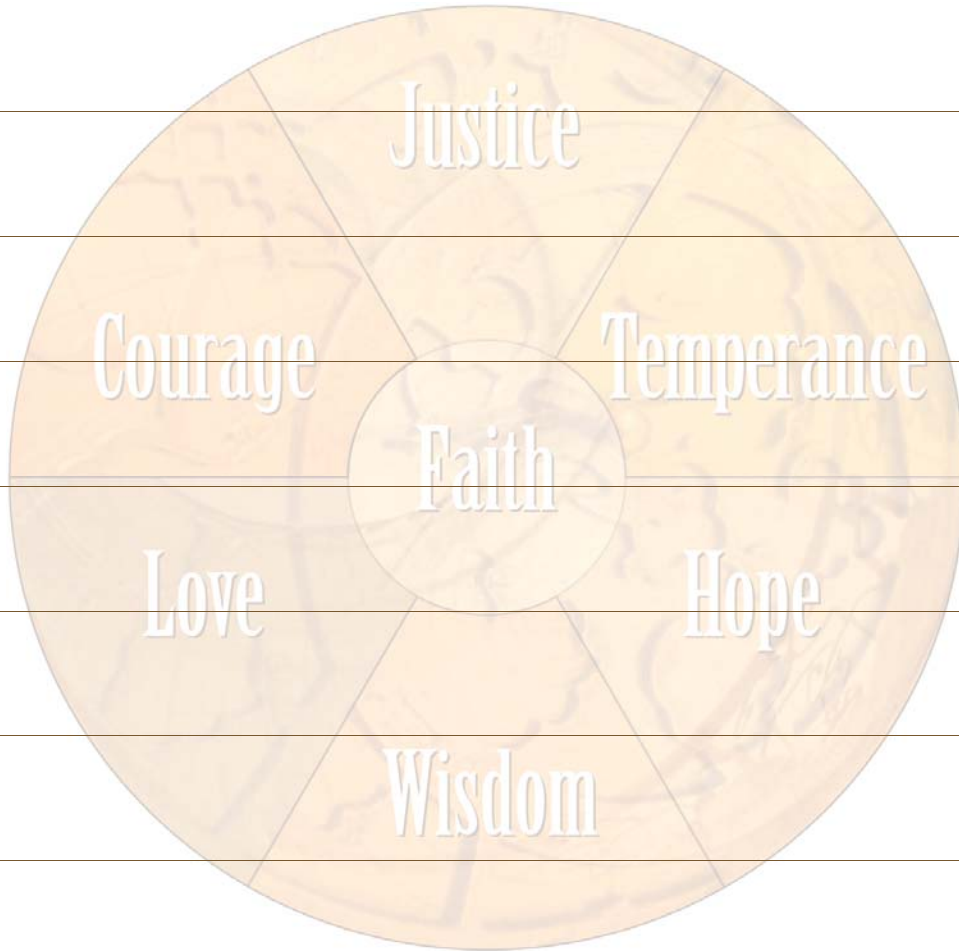
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## High Scoring Questions

Action Number	Score	Action
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## Plot Your Scores

Now that you have completed the assessment and have a point total for each element of the model, use the conversion chart to find your average for each element. This will allow you to compare the elements to one another and discover which elements are strongest and which need the most nurturing. Plot the averages for each element on the model's quantum view below.

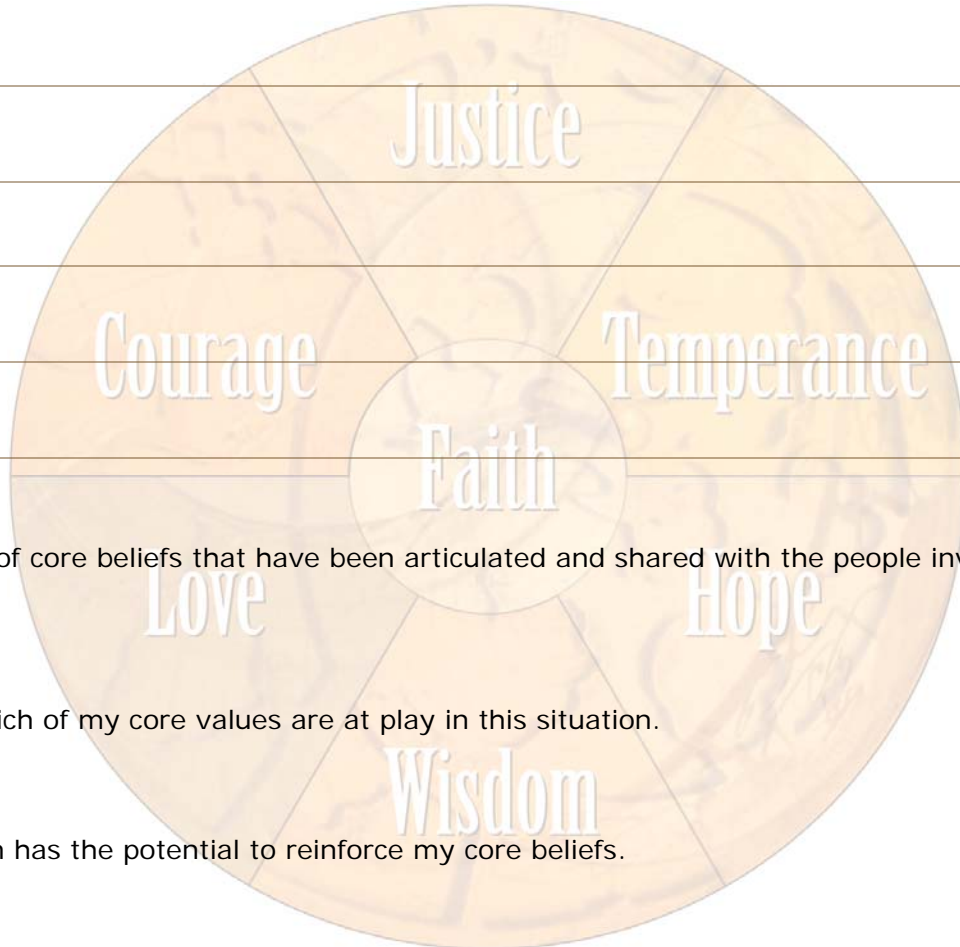
The quantum view of the model shows each of the elements revolving around your leadership context. For the model to have value, you need to be able to demonstrate leadership actions for each element within the context in which you lead.





## Opportunity

Describe a situation in which you need to demonstrate leadership. Share as much detail as necessary for you to analyze how each of the elements of the Character of Leadership Model will apply. As you respond to the statements related to the model elements, be open and honest about the strengths and weaknesses you see. As you complete each element, commit to the actions you will take to demonstrate character in your leadership.



### Faith

I have a set of core beliefs that have been articulated and shared with the people involved in this situation.

I can see which of my core values are at play in this situation.

This situation has the potential to reinforce my core beliefs.

This situation has the potential to challenge my core beliefs and will require me to remain open to others and their core beliefs.

I can see clearly how to use this situation to create meaning in the work of others.

**Actions I will take:** \_\_\_\_\_

**Justice**

This situation represents an opportunity for me to further our success even though it may not be personally rewarding.

I have established clear guidelines in this situation within which I can operate.

I am fully prepared to make high quality decisions in this situation.

I am prepared to be held accountable for the actions and outcomes associated with this situation.

I am prepared to hold others accountable for their actions and the outcomes of this situation.

**Actions I will take:**

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**Temperance**

I can remain open to questions, concerns and criticism from others in this situation.

I can remain calm even though the actions and outcomes associated with this situation are risky.

I am demonstrating a sincere commitment to this situation and its outcomes.

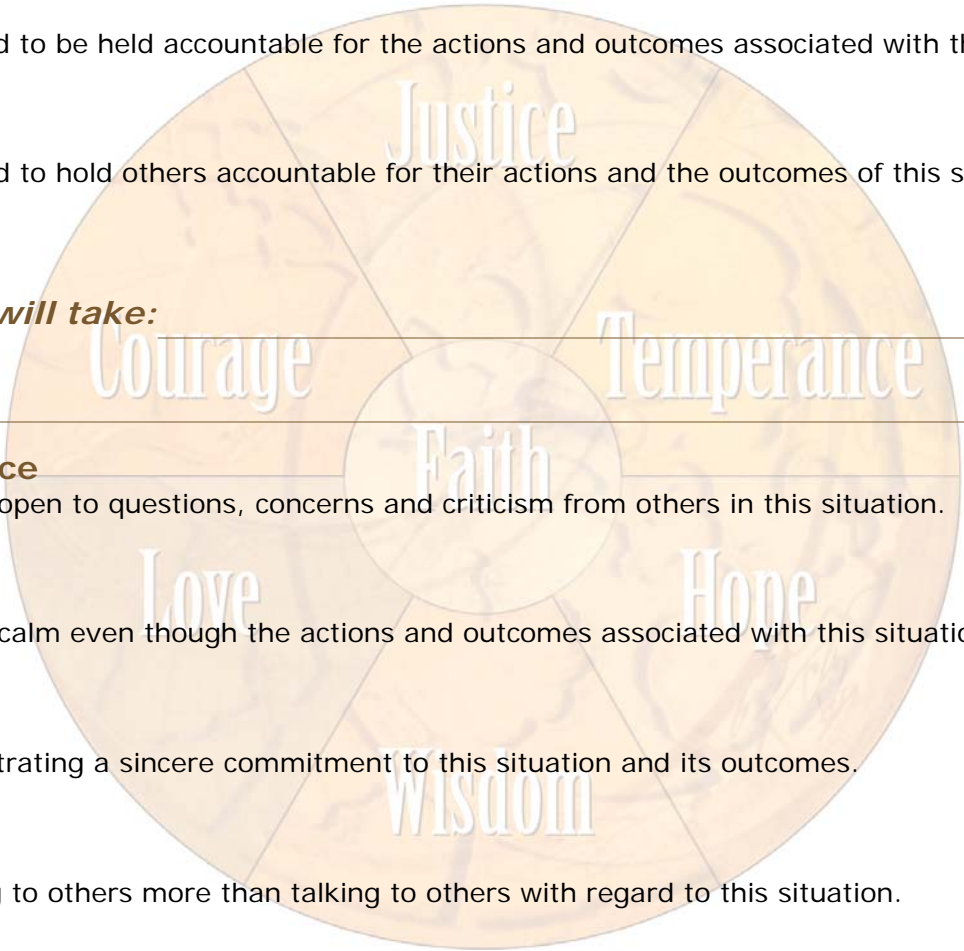
I am listening to others more than talking to others with regard to this situation.

I will not take personal credit for this situation's actions and outcomes but rather will share all credit for success with the whole team.

**Actions I will take:**

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## Hope

I am conscious of the short- and long-term risks/rewards associated with this situation and will keep both in mind.

I have openly and directly challenged myself and others to make sure that all aspects of this situation have been considered appropriately.

Our organization has a clear compelling vision of its future, and proper handling of this situation will advance us toward that vision.

I have shared with others the connection of this situation to our vision.

I have received assurance from those involved in this situation that they are committed to success.

**Actions I will take:** \_\_\_\_\_

## Wisdom

I know my own leadership strengths and weaknesses in regard to this situation and am prepared to use my strengths to our advantage.

I have made sure, by engaging others, that my weaknesses will not threaten our success in this situation.

I have the knowledge we need to assure our success in this situation.

I have gathered the opinions and information from all involved to make sure this situation works to our benefit.

I have assembled our collective knowledge and experience into a plan with responsibilities assigned.

**Actions I will take:** \_\_\_\_\_

## Love

I have taken stock of the human factors in this situation and have carefully considered each of those factors.

I have gathered and considered the input of my team and advisors regarding this situation.

I am prepared to be open to concerns and criticisms expressed by my team in this situation.

I have negotiated the various actions of each team member so expectations are clear.

I have made the commitment to the timely performance of my negotiated actions.

**Actions I will take:** \_\_\_\_\_

## Courage

I am prepared to tackle any conflicts that arise.

I have put all the most difficult issues on the table to discuss with the team.

I have and will continue to encourage people to speak up and raise issues regarding this situation.

I am prepared to lead the team through the known and unknown obstacles to assure success.

I am determined to succeed and will find a path through any ambiguity.

**Actions I will take:** \_\_\_\_\_