



Character Infused Organizational Learning Workshop

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“What lies behind us and what lies before us are tiny matters compared to what lies within us.”

Ralph Waldo Emerson



“You cannot dream yourself into a character; you must hammer and forge yourself one.”

Henry David Thoreau

“Every man, as to character, is the creature of the age in which he lives. Very few are able to raise themselves above the ideas of their times.”

Voltaire



Character is like a tree and reputation like a shadow. The shadow is what we think of it; the tree is the real thing.

Abraham Lincoln



People do not seem to realize that
their opinion of the world is also a
confession of character.

Ralph Waldo Emerson

Modern day organizations are the instrument of societal change...

For better or worse

The most pressing and important problems (and opportunities) we face will require character based judgment that exceeds our current capacity.

Imagine if as educators and practitioners we could elevate character alongside competence to infuse organizational learning, knowledge and capabilities with the quality of well-being and sustained excellence we seek.



“The difference between what we do and what we are capable of doing would suffice to solve most of the world’s problem.”

Mahatma Ghandi



*“We must become the
change we want to see.”*

Mahatma Ghandi



Hopes & Aspirations

- Share insights I wish I had known 30 years ago when I embarked on organizational learning research.
- Workshop - Learn, Experience, Engage
- Perhaps inspire you in some small way
 - your personal well-being and those in your orbit
 - Your teaching, research, practice

Cautionary Note...

- Perspective recognizes that context and systemic forces are at play but seeks to elevate the importance of personal agency through character development.
- Essentially, the perspective emphasizes that your character matters quite significantly for personal well-being and sustained excellence.

Character and OL

More to “individuals” than meets the eye

“What lies behind us and what lies before us are tiny matters compared to what lies within us.”

Ralph Waldo Emerson

Character based learning and development

“You cannot dream yourself into a character; you must hammer and forge yourself one.”

Henry David Thoreau

Character vs Context

“Every man, as to character, is the creature of the age in which he lives. Very few are able to raise themselves above the ideas of their times.”

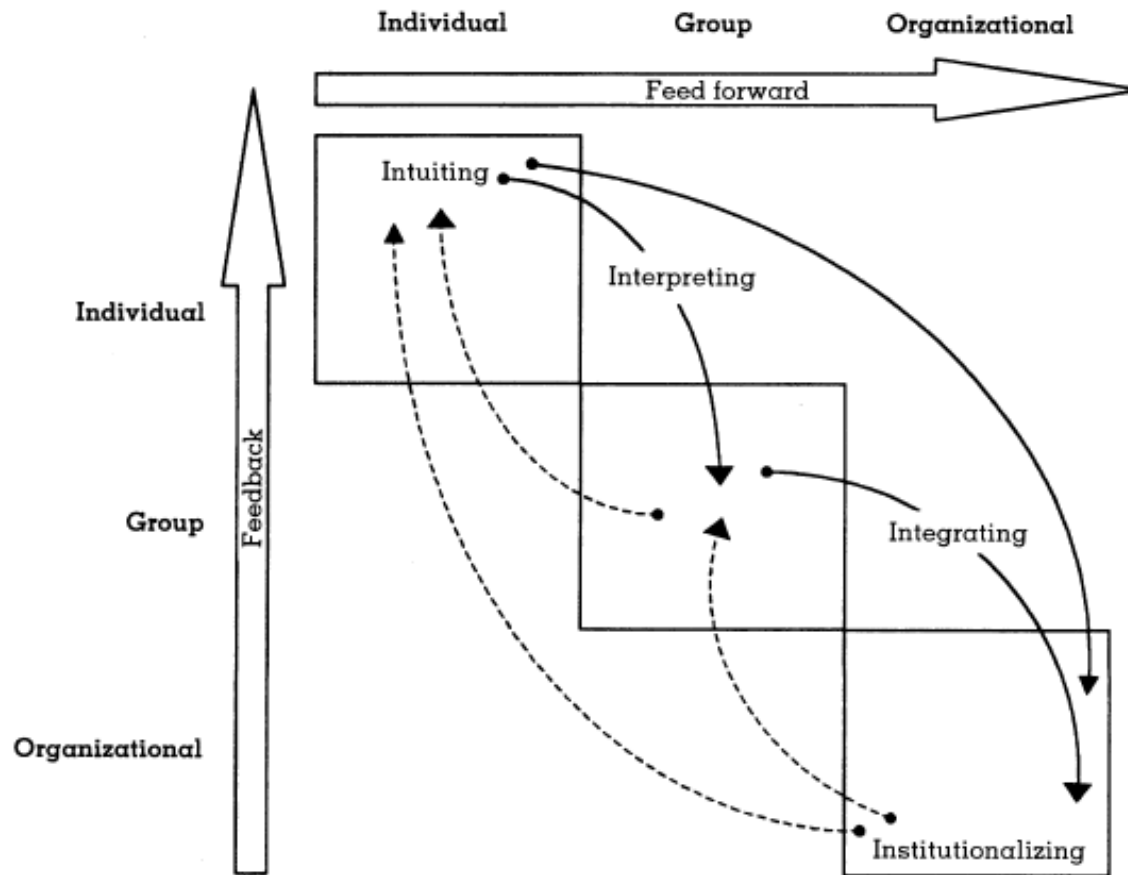
Voltaire



Organization Learning as Competitive Advantage

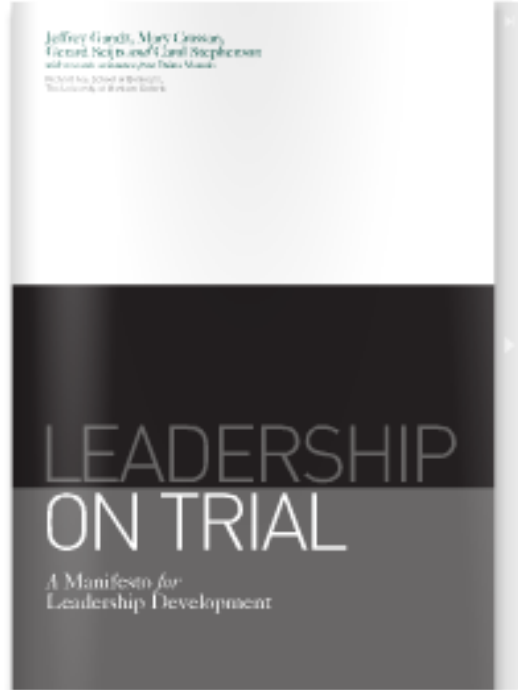


Organizational Learning As a Dynamic Process



4I Model of an Organisational Learning (Crossan et al., 1999)

Background: Lessons from 2008



- 350 Leaders
- Focus Groups
- Canada, US, Europe, Asia
- Key Insight – Character implicated but no agreement on what it is or how it can be developed

Elevate Character Alongside Competence!

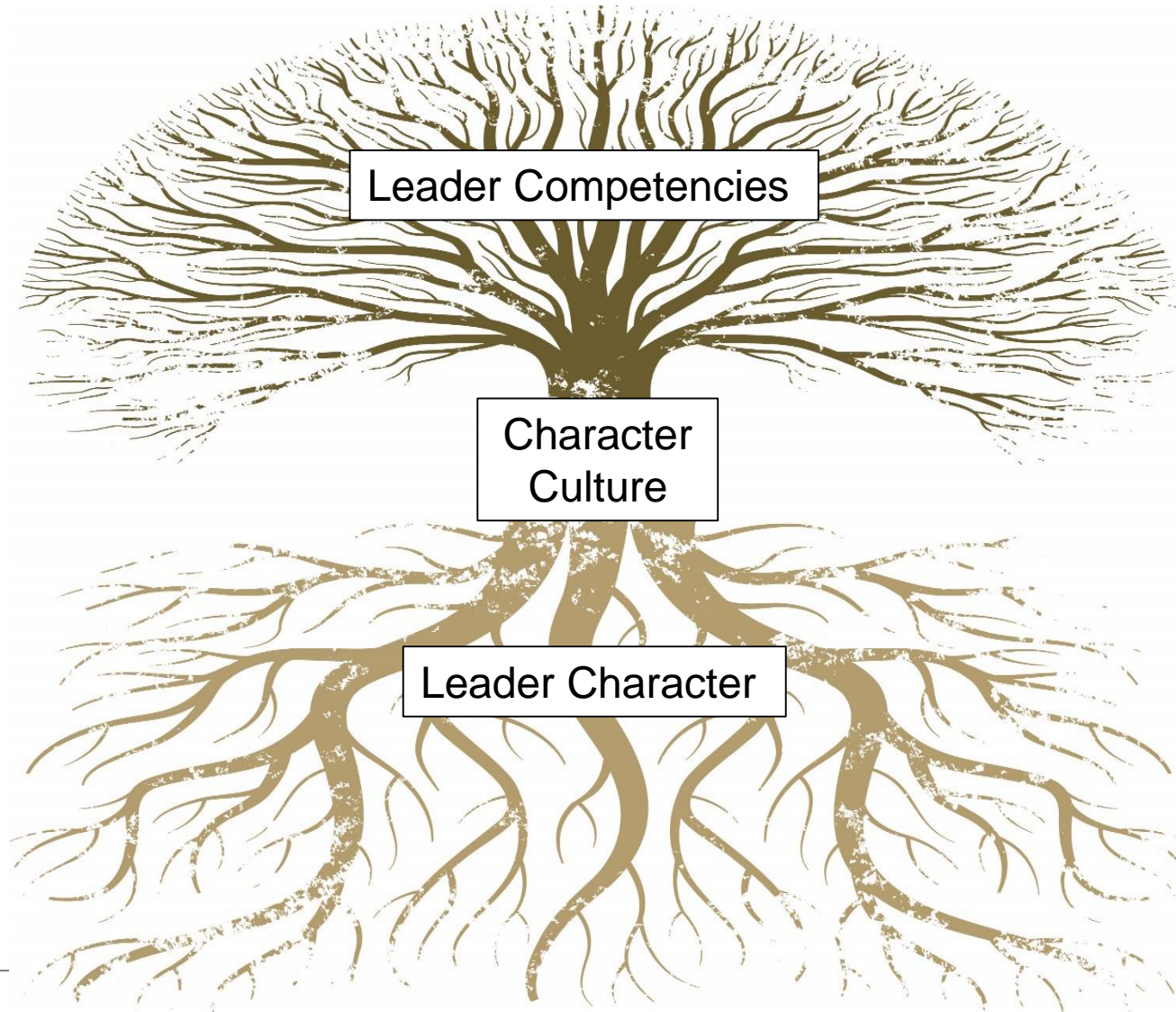
<http://www.ivey.uwo.ca/research/leadership>



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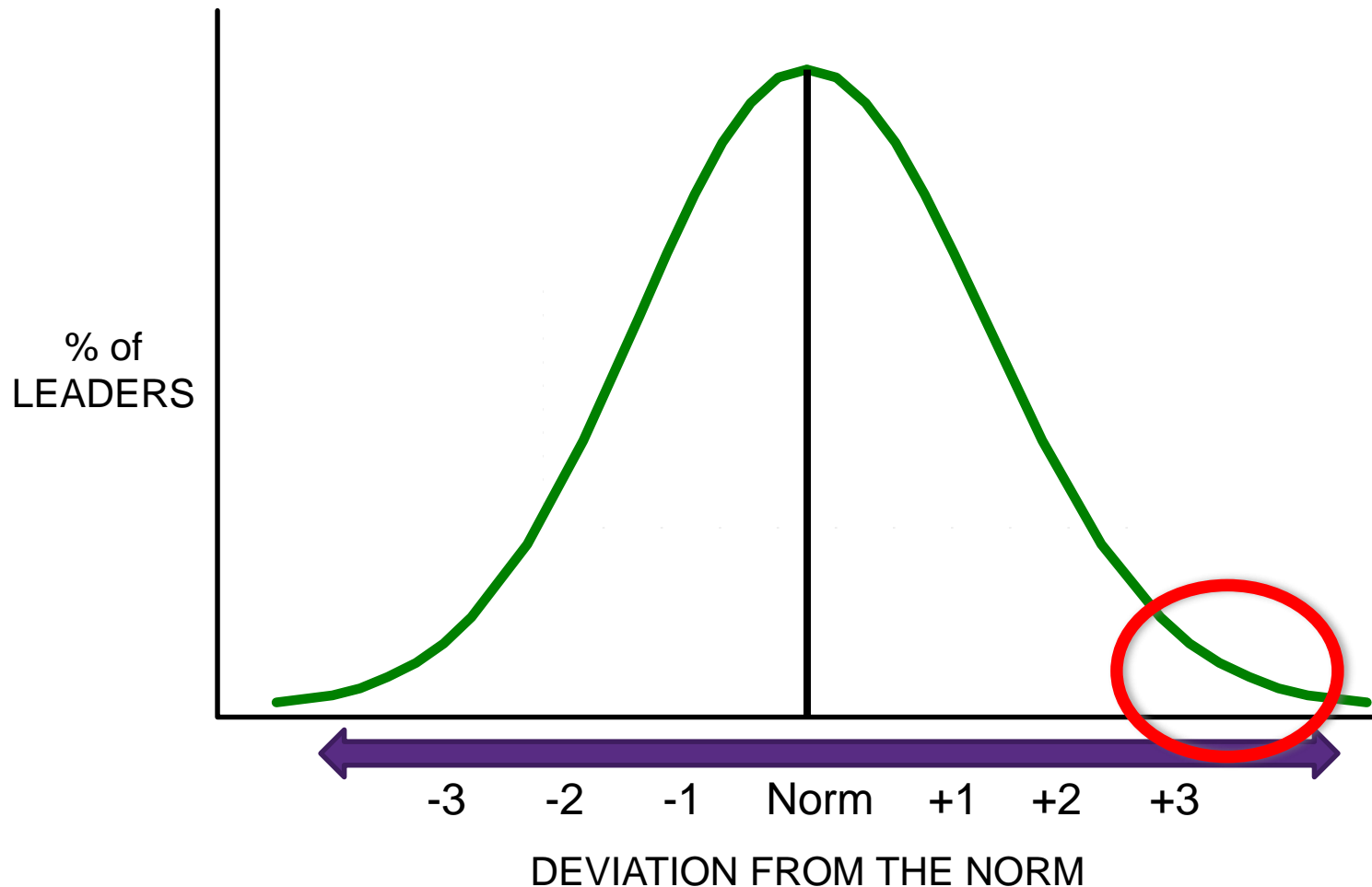
Character Infuses Culture and Competence



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.

Character: Sustained Excellence +3

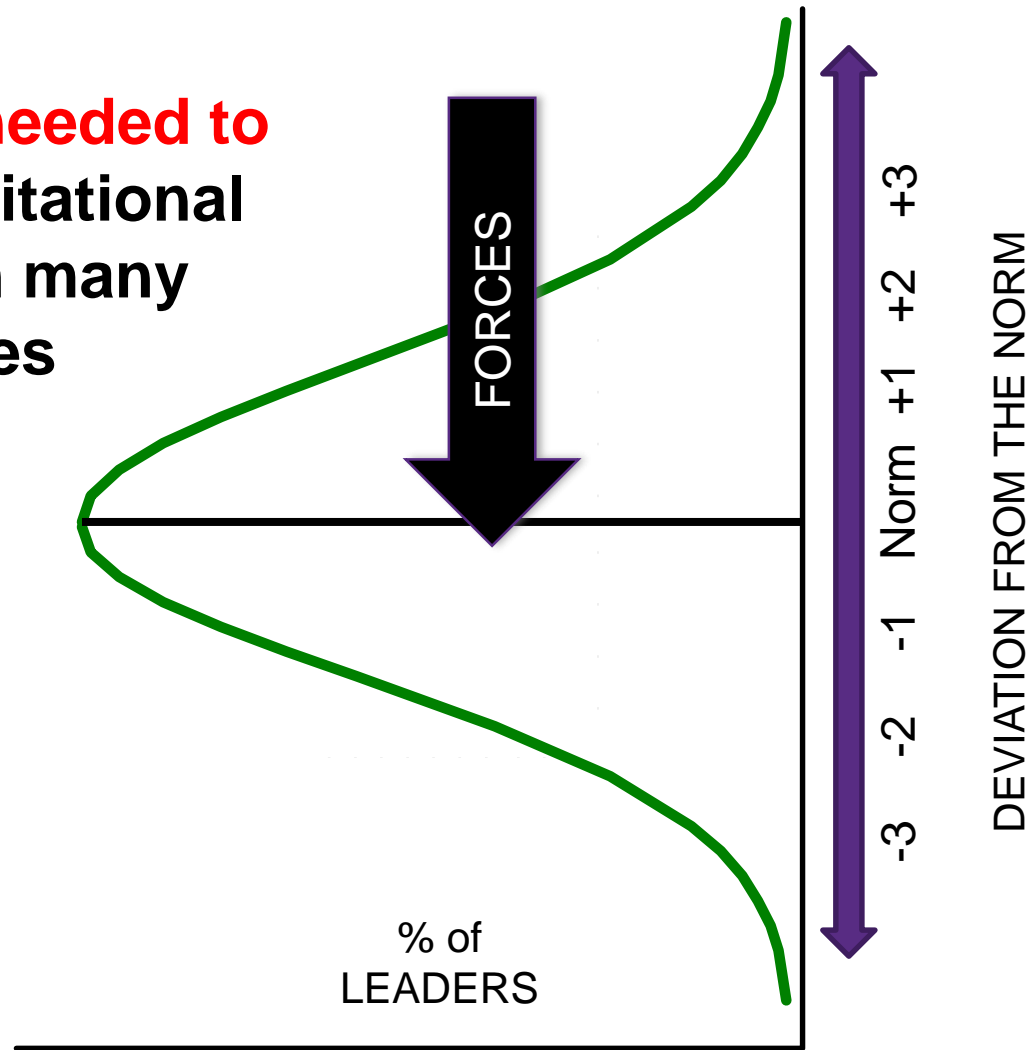


Character as Catalyst – World Class



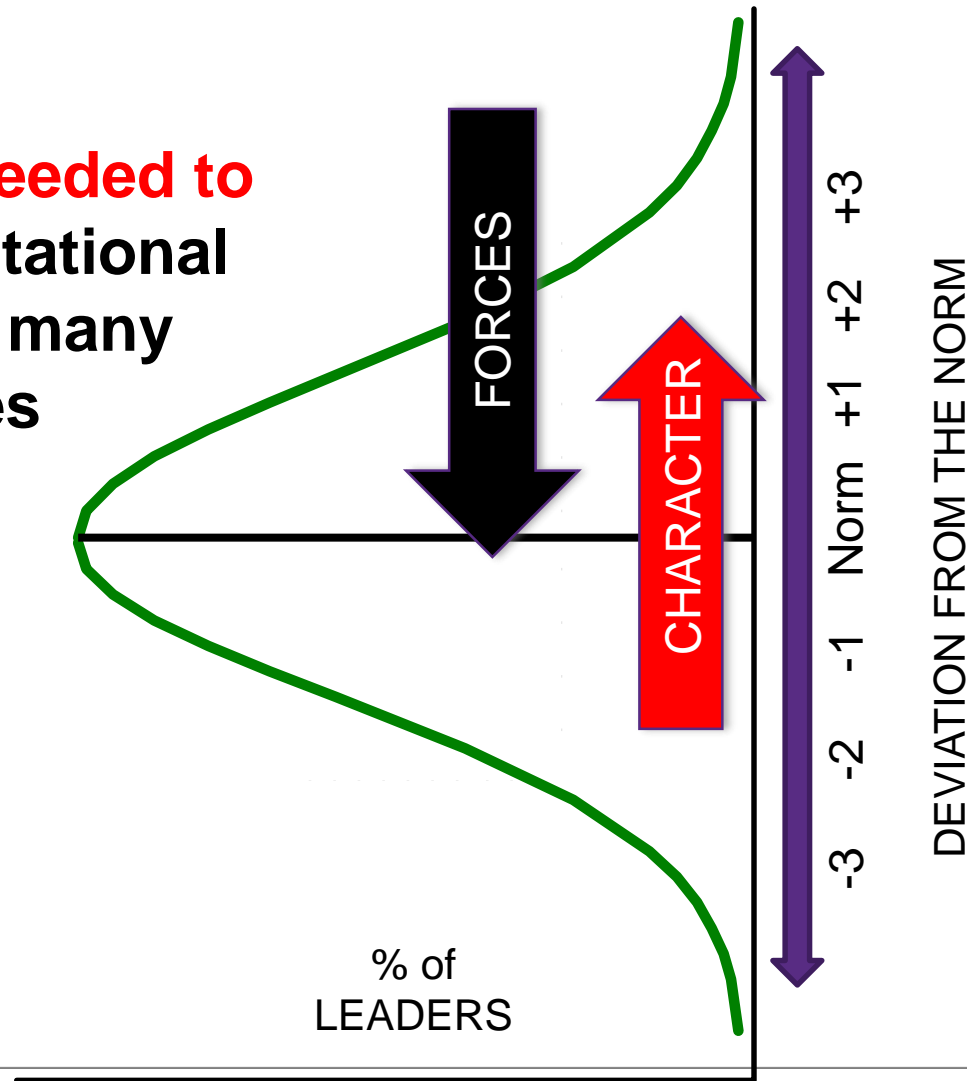
Character Elevates Competency

**Character needed to
resist gravitational
pull from many
forces**



Character Elevates Competency

**Character needed to
resist gravitational
pull from many
forces**



Research to Practice

In Se
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Mary
Seijts

Journal of
ISSN 0147-83
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Number 4
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Leadership Character and Corporate Governance

By paying
improve the

BY JEFFREY GANDZ,
Ivey Business School

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Organizational Dynamics (2015) 44, 65–74



Character
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Gerard Seijt

Ivey Business School,

INTRODUCTION

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Model
ORGDN-599; No. of Pages 10

Organizational Dynamics (2017) xxx, xxx–xxx



Embedding le
practices to a

Gerard Seijts, Mary

Good leadership is a function
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these three, character has tr
attention – both in research
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Fred Kiel and his colleagues fou
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Character is a combination
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<http://dx.doi.org/10.1016/j.orgd.2016.09.001>

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Toward a Framework
in Organizations

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Western University; Memorial Univers
Western University; Western University

ABSTRACT While the construct of c
recently psychology, it lags in accep
mainstream practice. Our research
offer a framework of leader charact
approach involving 1817 leaders, at
to validate the framework with pra
underpinnings of the leader charact
elements that operate in concert to
character into mainstream manager
interpersonal focus on leadership to
In doing this, we articulate how lea
theories of leadership. Third, we ex
to the broader domain of judgemen
and organization effectiveness. Final
leader character that will also serve

Keywords: character, effectiveness

INTRODUCTION

The scholarly account of chara
nature of "good character" remai
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(2004), and its recent incorporat
Hannah and Avolio, 2011a; C

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Character's Essential Role in Addressing Misconduct in Financial Institutions

William Furlong, Professor Mary Crossan, Professor Jeffrey Gandz and Larry Crossan

The General Data Protection Regulation: Achieving Compliance for EU and non-EU Companies

Ozan Karaduman

The Rise of the Sustainability Reporting Megatrend: A Corporate Governance Perspective

Jerry K C Koh and Victoria Leong

In Pari Delicto and Ex Turpi Causa: The Defence of Illegality – Approaches Taken in England and Wales, Canada and the US

Lincoln Caylor and Martin S Kenney



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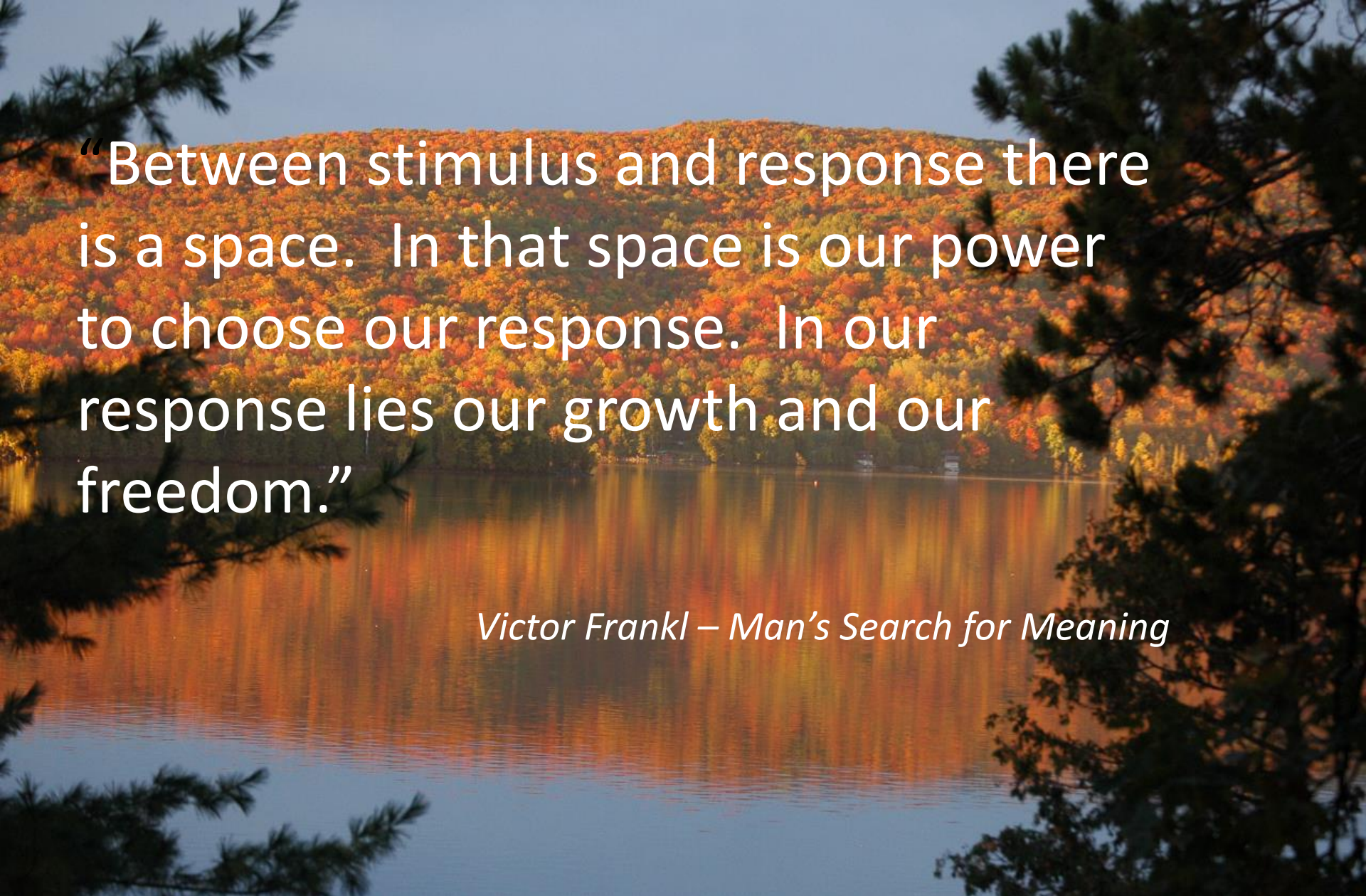
Addressing Character Misconceptions

- Character is simply about being a “good” person and compromises performance
 - *False: Strengthening character strengthens judgment and ultimately sustained excellence for individuals and organizations*
- Character is formed early in life and cannot be developed
 - *False. Character is a habit of behavior that can be attended to and developed.*
- Character is subjective and can’t be measure or managed
 - *False. Because character is revealed in a set of defined behaviors it can be measured and managed – 360 Leader Character Insight Assessment*



Keep in mind...

- All 11 Character Dimensions Matter - Virtues become vices in excess or deficiency, therefore it is dangerous to focus on only some dimensions of character (e.g. Courage without Temperance is reckless)
- Character dimensions are interconnected and support one another. Leaders continue to develop strength across all dimensions (e.g. The more you develop Drive the more you also need to develop Humanity)
- Character is revealed in the behaviors supporting the dimensions
- 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



“Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.”

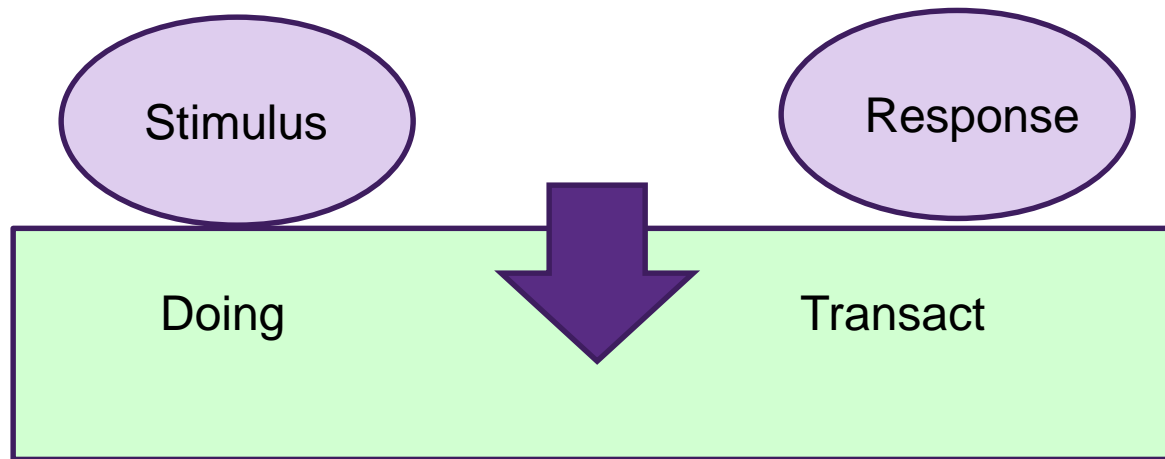
Victor Frankl – Man’s Search for Meaning



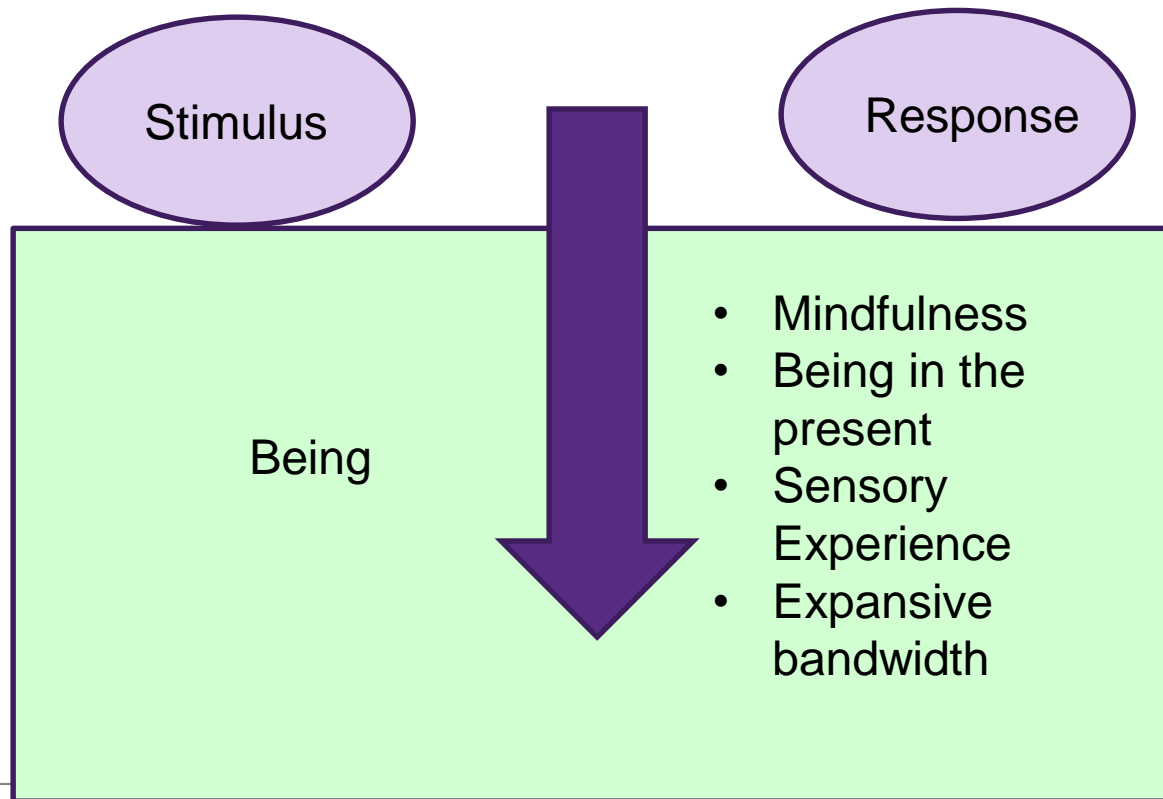
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Between Stimulus and Response



Between Stimulus and Response



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**.

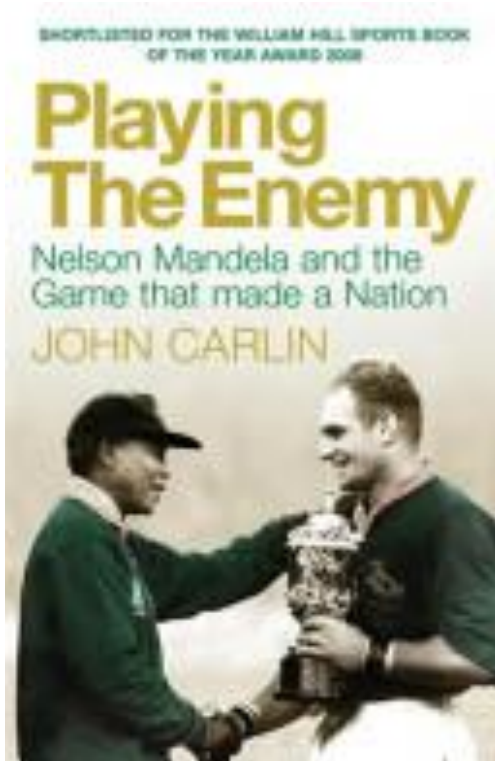
Adapted Quote



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Leader Character in Action



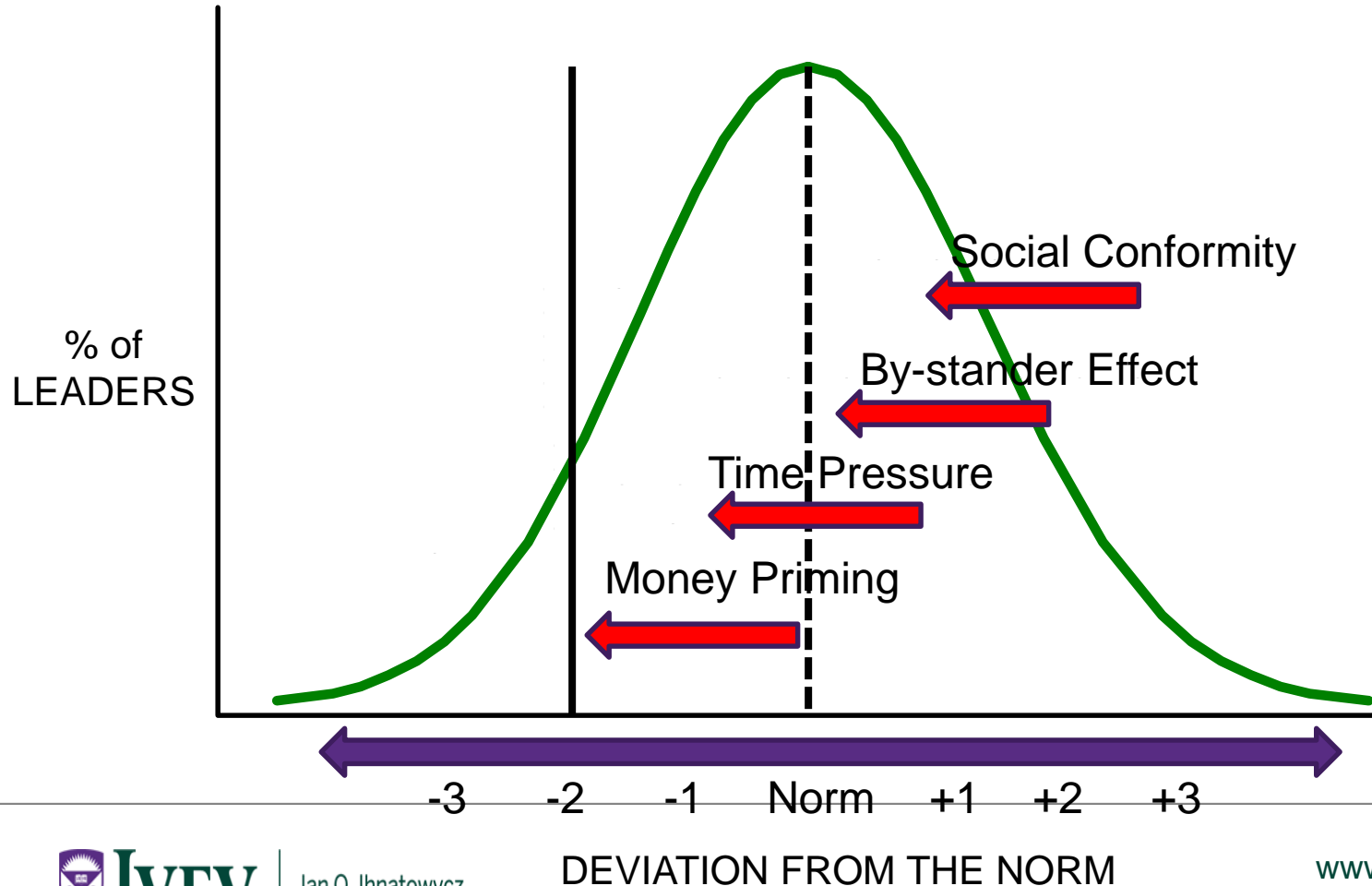
Mandela's First Day



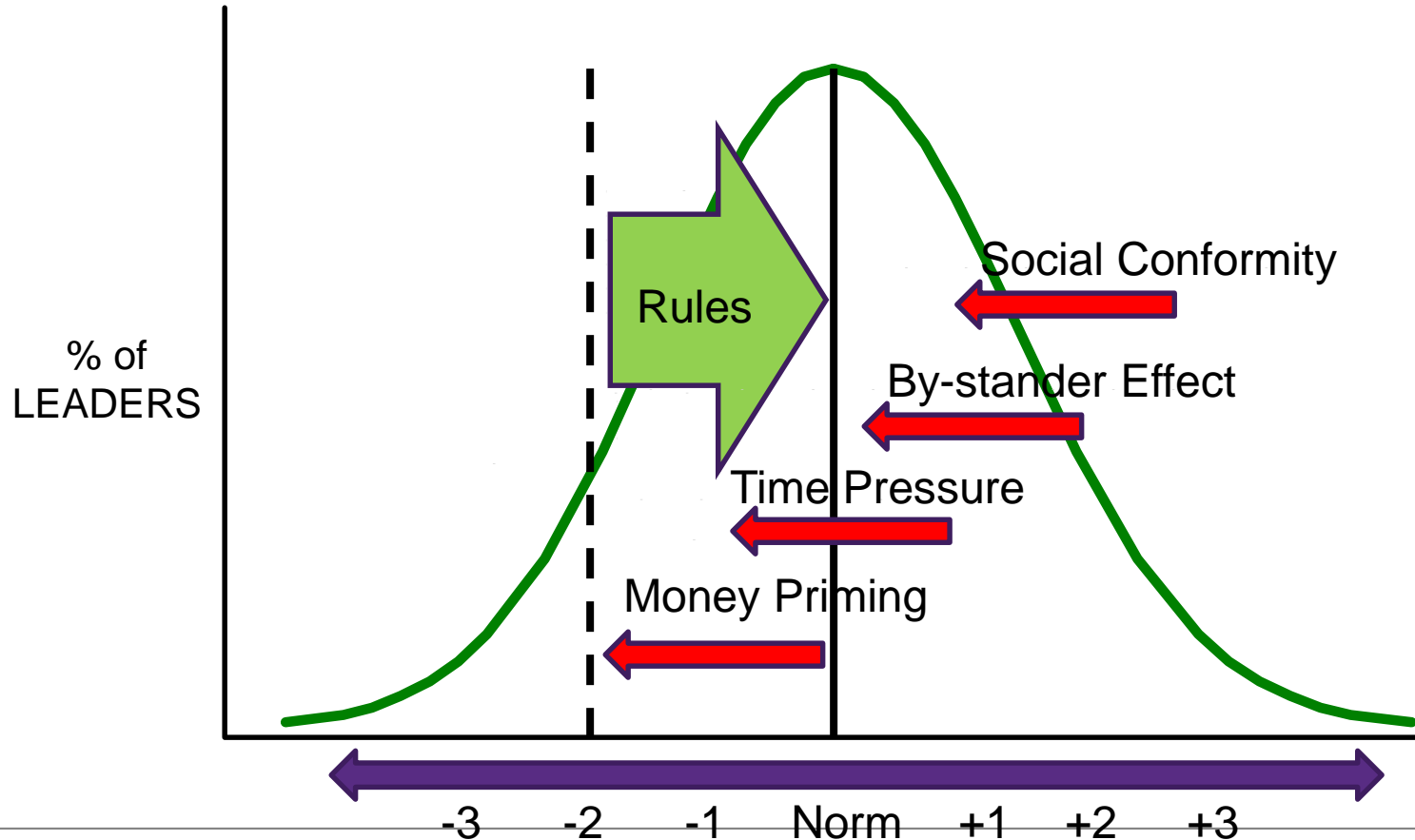
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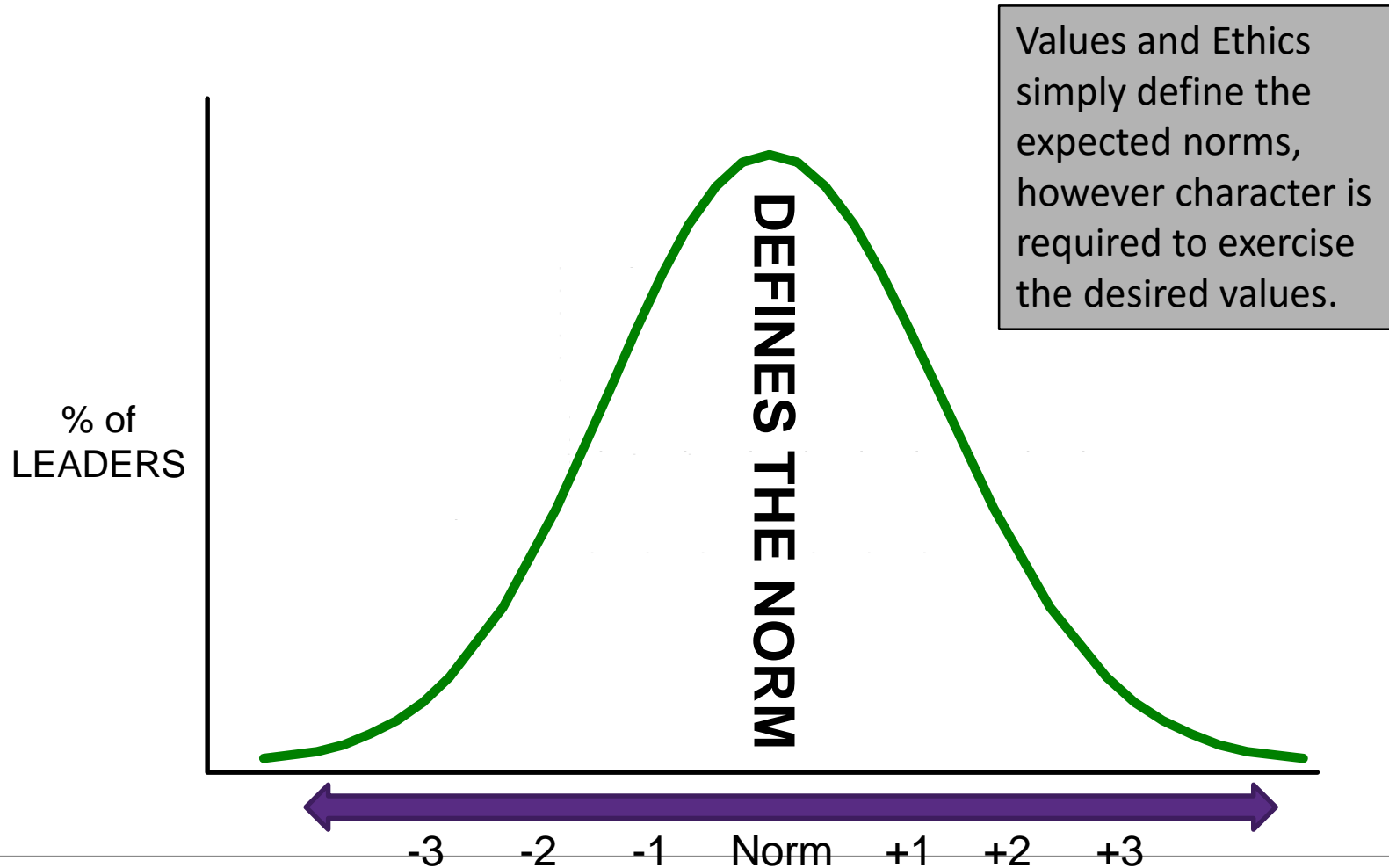
Context Challenges Character



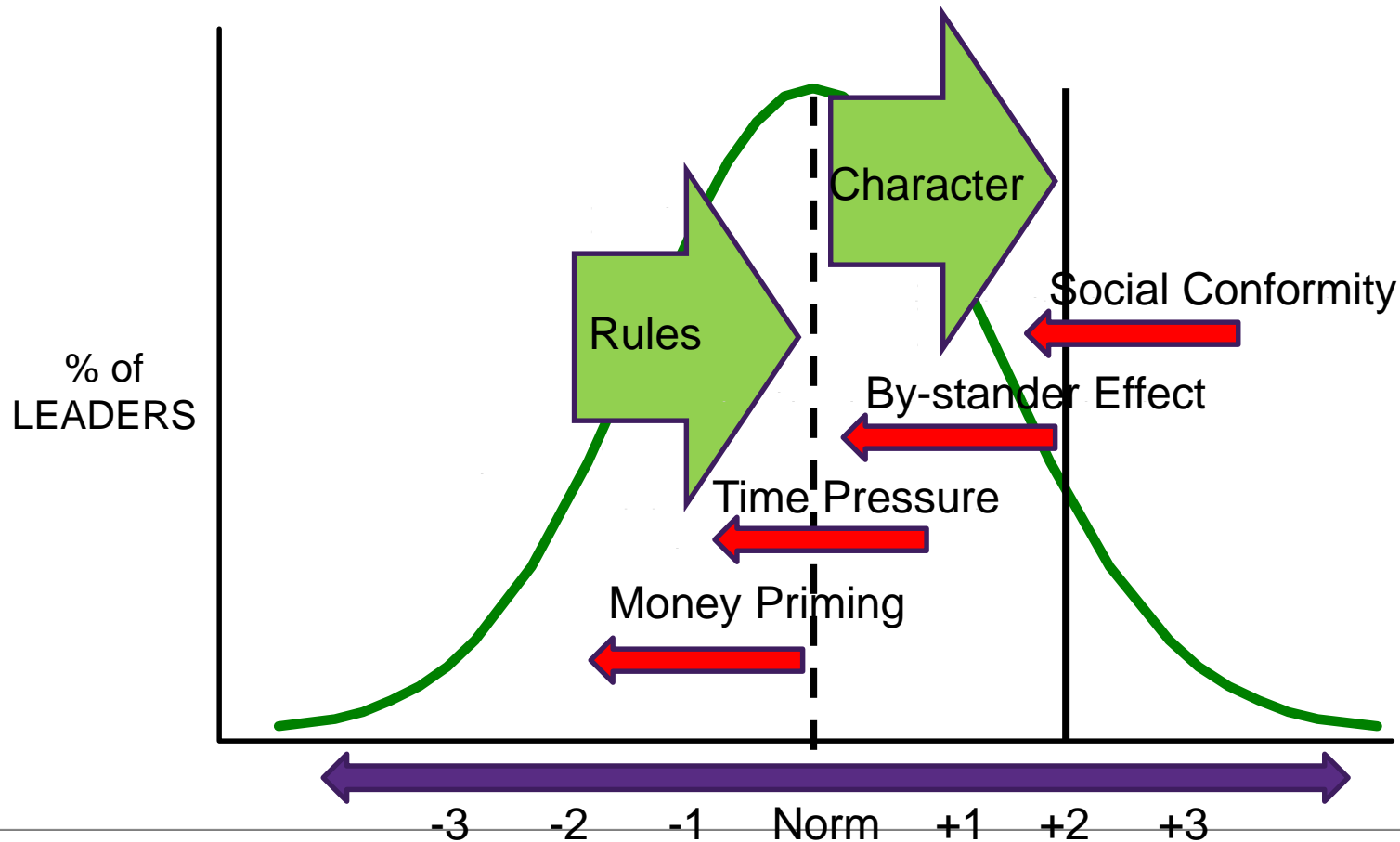
Rules & Regulations Insufficient



Values & Ethics



Character Challenges Context



Character Infused Culture

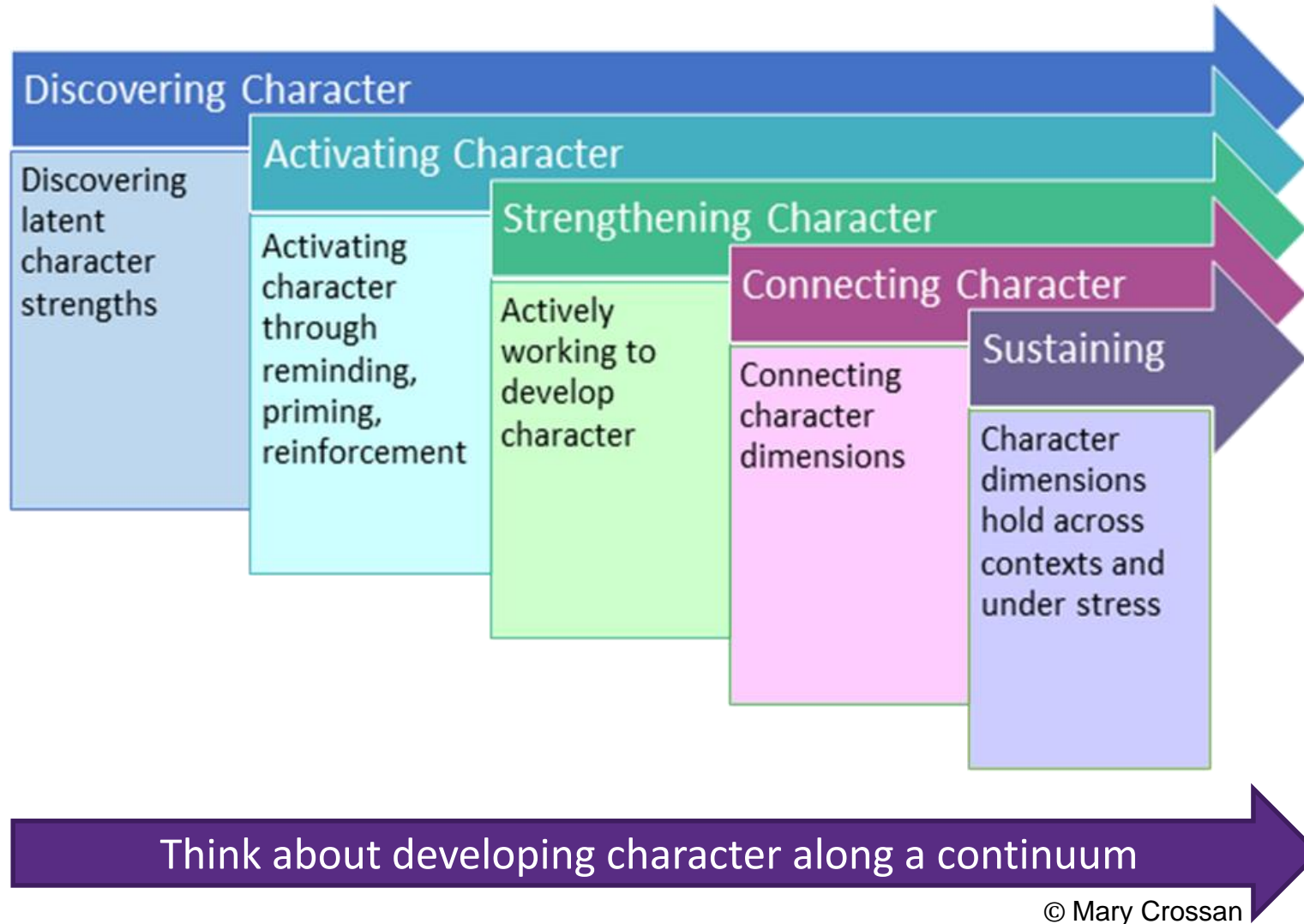
Table 2: Impact of Character on Organizational Outcomes

	PRESENT	ABSENT
COURAGE	<ul style="list-style-type: none"> Decisions are made in spite of uncertainty There is opposition to bad decisions Innovation thrives 	<ul style="list-style-type: none"> There is agreement with poor decisions Satisficing rather than maximizing is the norm Moral muteness prevails
DRIVE	<ul style="list-style-type: none"> There is sustained momentum around focused priorities and high productivity 	<ul style="list-style-type: none"> There is widespread lethargy and low productivity
COLLABORATION	<ul style="list-style-type: none"> Effective teamwork enhances productivity There is diversity in teams that contributes to innovation, understanding, and appreciation for others' ideas 	<ul style="list-style-type: none"> An "every man for himself" mentality breeds a hostile competitive climate that alienates potential allies Lack of information sharing leads to poor understanding of decisions, resulting in friction and conflict
INTEGRITY	<ul style="list-style-type: none"> There is trust, transparency, and effective communication 	<ul style="list-style-type: none"> People operate from a position of self-interest and mistrust which impairs their ability to make good business decisions
TEMPERANCE	<ul style="list-style-type: none"> There is effective risk management governed by reasoned decision-making Thoughtful consideration (versus impulsive over-reaction) to events that impact the business 	<ul style="list-style-type: none"> Short term gains dictate strategy Desire for instant gratification trumps a more measured "what is best over the long-term" approach
ACCOUNTABILITY	<ul style="list-style-type: none"> There is ownership of issues and commitment to decisions and their execution 	<ul style="list-style-type: none"> There is failure to deliver results and take responsibility for poor decisions and outcomes
JUSTICE	<ul style="list-style-type: none"> There is a perception of fairness that fosters trust People go above and beyond what is required 	<ul style="list-style-type: none"> Inequities exist that erode trust Widespread favoritism and nepotism exist
HUMILITY	<ul style="list-style-type: none"> There is a willingness to identify and discuss mistakes The organization supports continuous learning 	<ul style="list-style-type: none"> Interactions are ruled by arrogance and overconfidence Problems and projects are approached with complacency
HUMANITY	<ul style="list-style-type: none"> There is a deep understanding of what is important to stakeholders that fosters unique insights and competitive advantage 	<ul style="list-style-type: none"> Failure to acknowledge critical social implications of decisions and actions
TRANSCENDENCE	<ul style="list-style-type: none"> There is commitment to excellence There is clarity on superordinate goals and a focus on big picture thinking Inspiration motivates innovation 	<ul style="list-style-type: none"> Strategy is dictated by narrow goals and objectives There is failure to acknowledge, appreciate, or strive for excellence People are not inspired to create and contribute
JUDGMENT	<ul style="list-style-type: none"> Recognition of key issues relevant to situations Decisions are predicated on excellent understanding, analysis, and insight 	<ul style="list-style-type: none"> Lack of comprehensive and balanced assessment of issues leads to poor decisions, confusion, and resistance to change

Embedding Leader Character



Developing Character - Overview

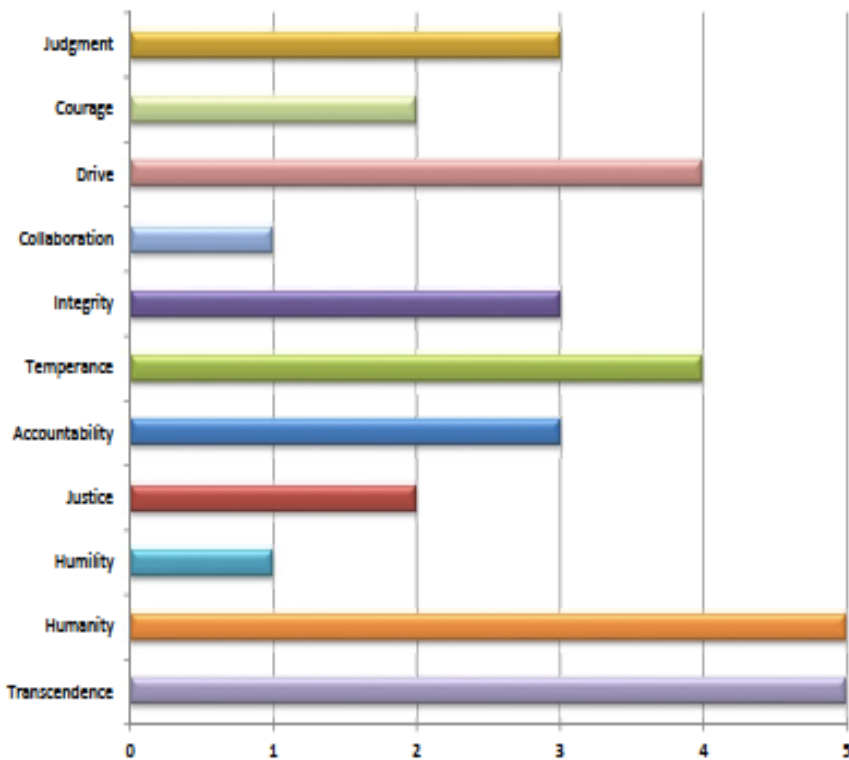


Character Assessment

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.



insightful
decisive
adaptable
pragmatic
JUDGEMENT
critical thinker
contextually aware
analytical
cognitively complex
intuitive

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.

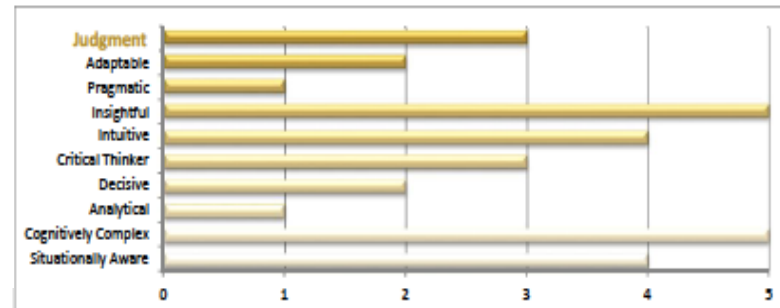
Intuitive: Understands things without an apparent need for conscious reasoning.

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

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

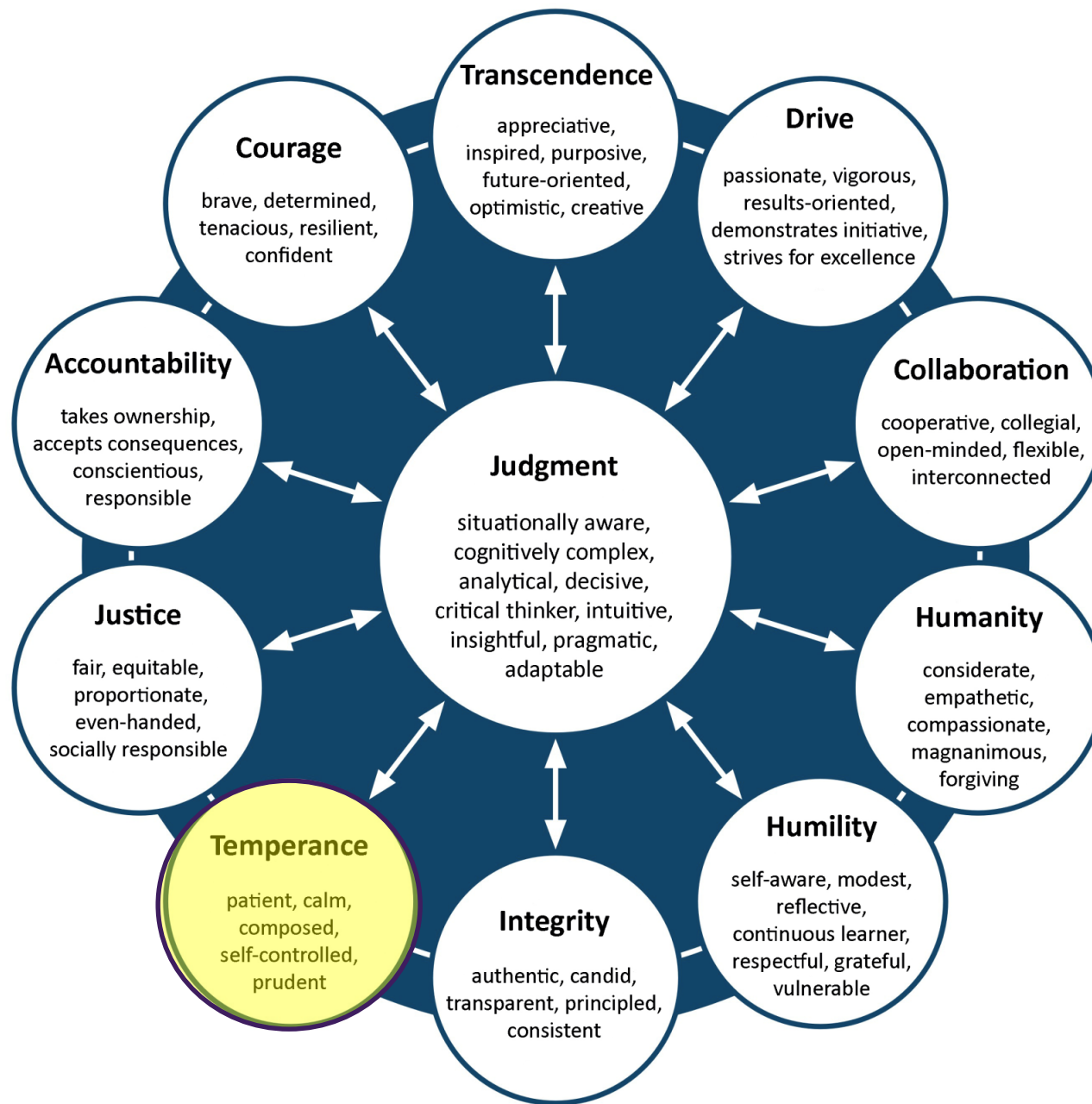
Adaptable: Modifies plans, decisions and actions to adjust to new conditions.

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

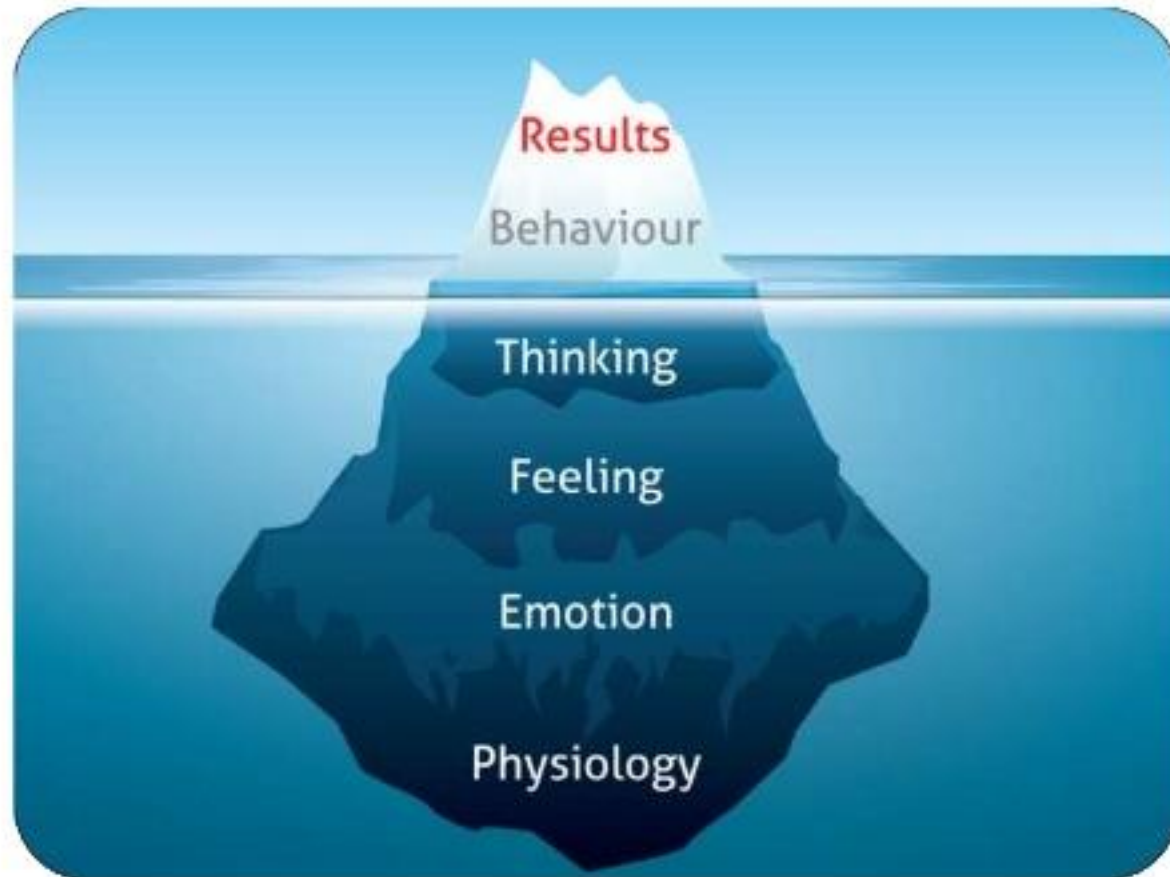


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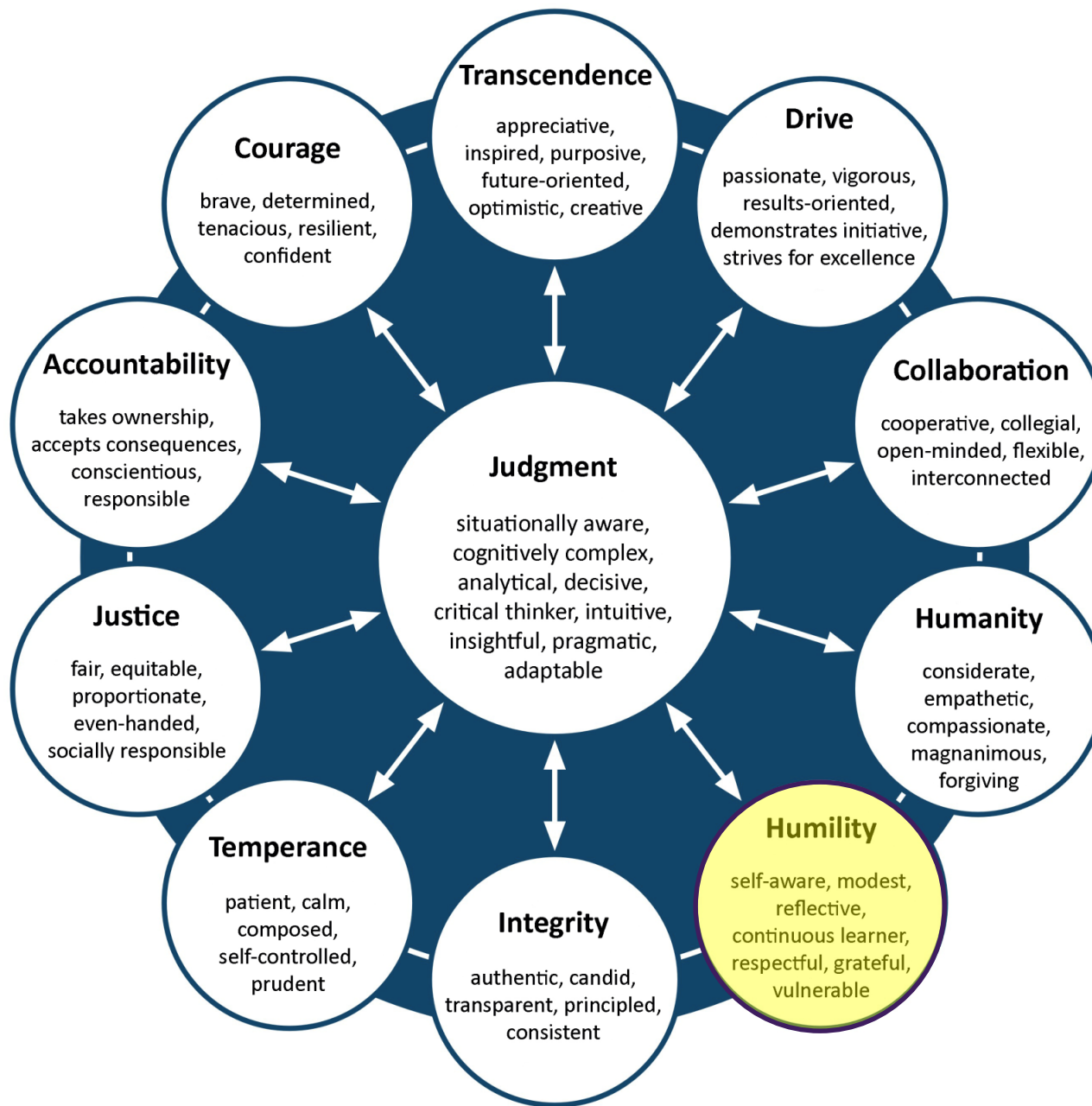
Temperance: Physiology – The Hidden Driver



Alan Watkins – “Being Brilliant Every Single Day” – TEDx Portsmouth

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Humility - Gratitude

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



Humility - Learning: “Dropping your tools”

1949 – Mann Gulch Montana - 27 firefighters died within sight of safe areas when they were overrun by a fire that had turned on them. They had been instructed to “drop their tools and run” – something they had never done before. They couldn’t and many died clutching their tools.



“Learning to drop one’s tools to gain lightness, agility, and wisdom tends to be forgotten in an era where leaders and followers alike are preoccupied with knowledge management, acquisitions, and acquisitiveness.” Karl Weick

“In pursuit of knowledge, every day something is acquired; in pursuit of wisdom, every day something is dropped.” Lao Tzu

Activating Character - Music

- "Without music, life would be a mistake." (Nietzsche)
- "Music washes away from the soul the dust of everyday life" (Auerhach)
- "Music is a moral law. It gives soul to the universe, wings to the mind, flight to the imagination, and charm and gaiety to life and to everything." (Plato)
- "Where words fail, music speaks." (Andersen)
- "Music is a higher revelation than all wisdom and philosophy" (Beethoven)
- "Music is the movement of sound to reach the soul for the education of its virtue" (Plato)

Research suggests that music can...(USA Today 2013-12-17)

Help Physically:

- Ease pain
- Increase endurance, motivation, performance and recovery
- Improve sleep quality
- Enhance blood vessel function – associated with happiness.

Help Mentally:

- Reduce stress and anxiety
- Induce a meditative state
- Relieve symptoms of depression
- Elevate mood
- Improve cognitive performance
- Help people perform better in high-pressure situations

Music and Character

Pick a song that seems to activate on one or more of the dimensions of character.

1. What is it about the tempo, lyrics, rhythm, genre etc. that captivates you?
2. Do you have a particular experience you can associate with the song? Do you have a history/story with it?





I tell you And I know You Love me

20-C-M-B-18

20-C-M-B-18

Reflection

- How will activating and developing your character foster your well-being and excellence?
- Are there spaces/places/opportunities for you to activate character – teaching, research, practice?

Cherokee Tale

One evening an old Cherokee Chief told his grandson about a battle that goes on inside people. He said,

‘My son, the battle is between two ‘wolves’ inside us all. One is evil. It is anger, envy, jealousy, sorrow, regret, greed, arrogance, self-pity, guilt, resentment, inferiority, lies, false pride, superiority, and ego.

The other is good. It is joy, peace, love, hope, serenity, humility, kindness, benevolence, empathy, generosity, truth, compassion and faith.’

The grandson thought about it for a minute and then asked his grandfather: ‘Which wolf wins?’

The old Cherokee simply replied, ‘The one you feed.’



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