

COVID-19 & LEADER CHARACTER

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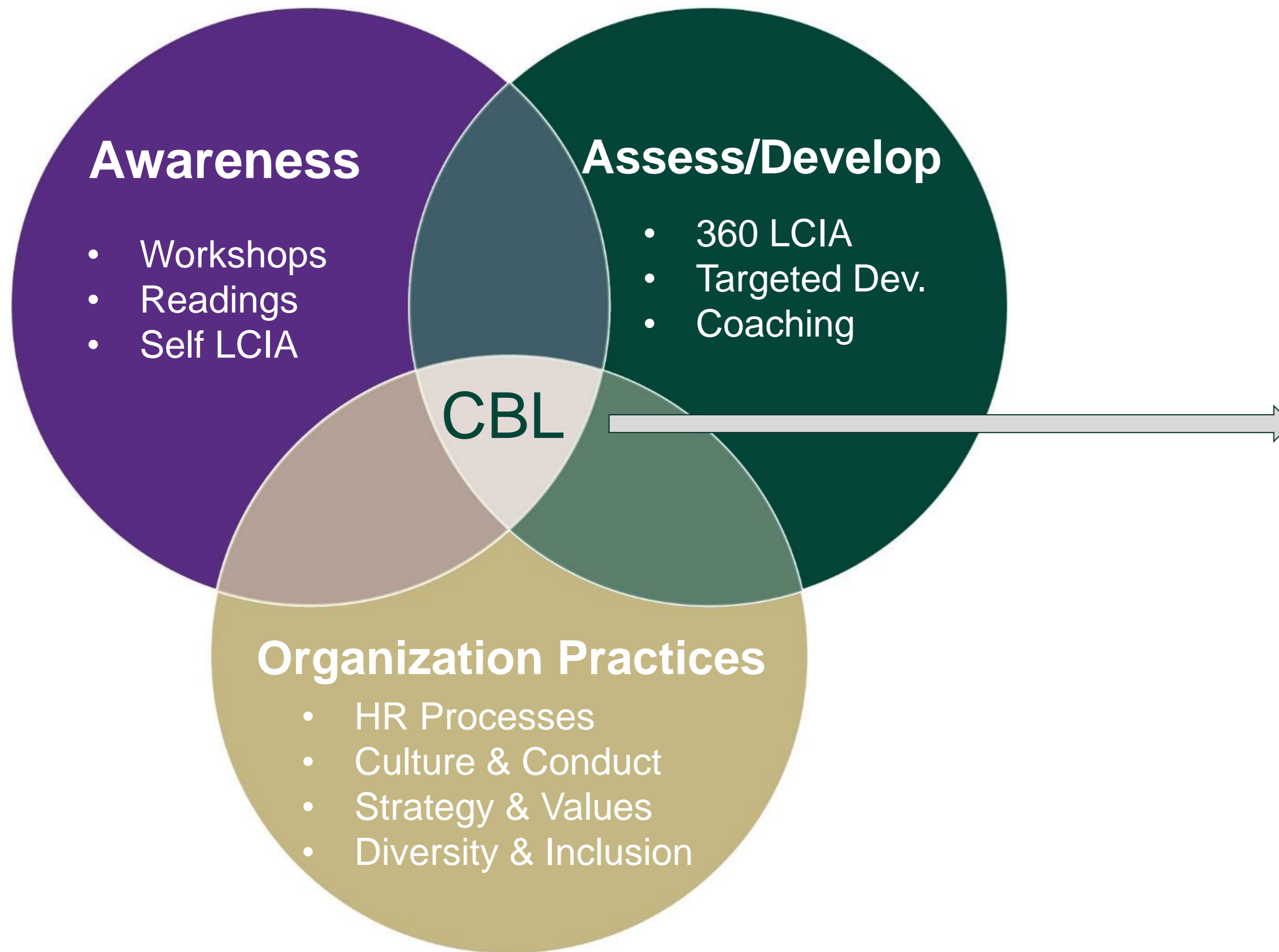
Ian O. Ichnatowycz
Institute for Leadership

Proposition, Objectives and Agenda

Viewing personal and organizational phenomenon through the lens of Leader Character provides new insights, perspectives and approaches including:

- *Fostering awareness of what leader character is, and how it influences individual well being and organizational performance*
- *Developing and exercising leader character influences quality of judgment and decision making*
- *Embedding leader character in the organization influences key processes, including selection, and transforms organizational culture*

Character Based Leadership & Expected Outcomes



EXPECTED OUTCOMES

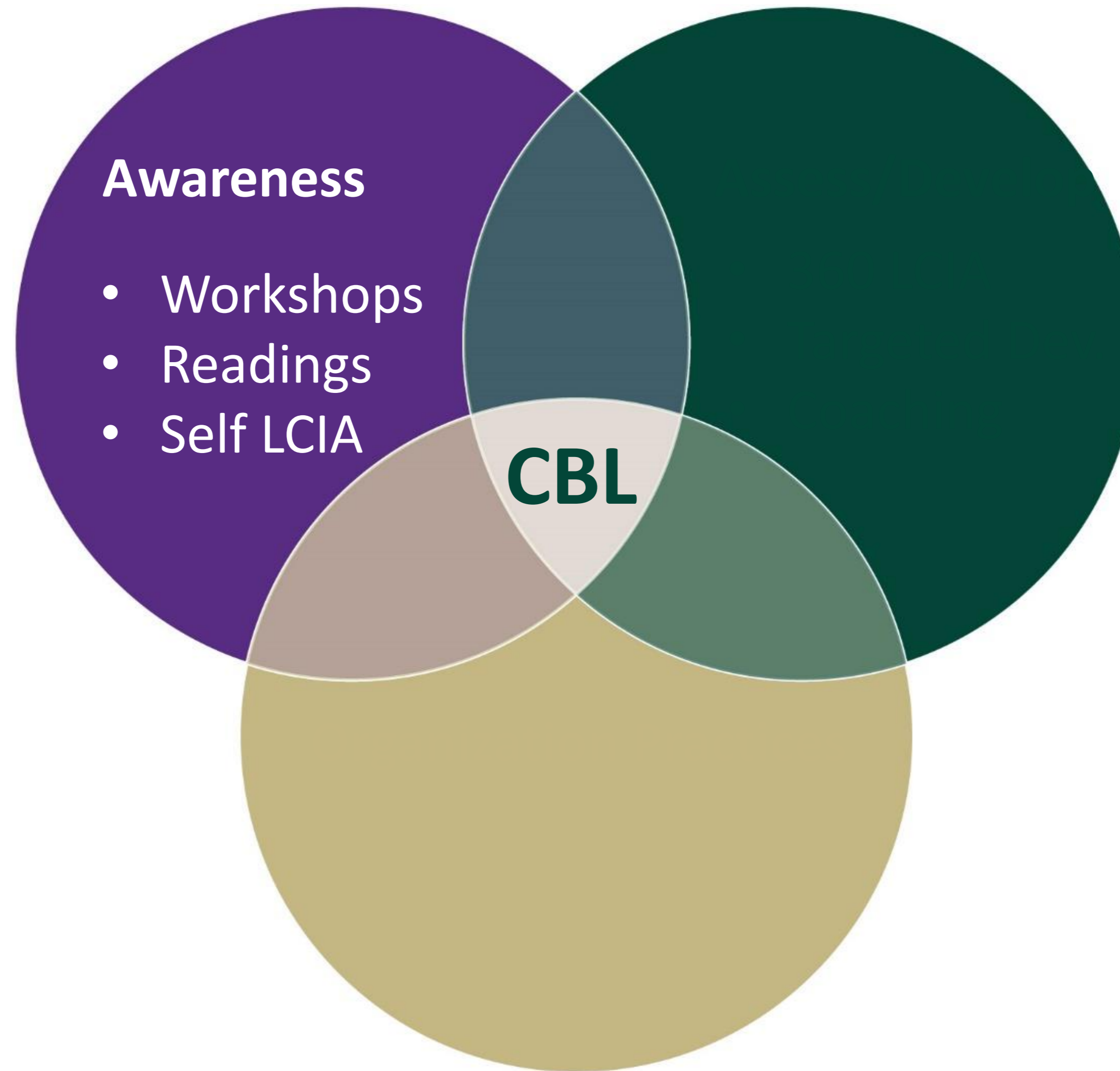
Individuals: Heightened well-being; Greater engagement and commitment; Reduced stress and anxiety personally and professionally, enhanced performance

Teams: Greater collaboration; Less silo mentality; Less friction; Greater innovation

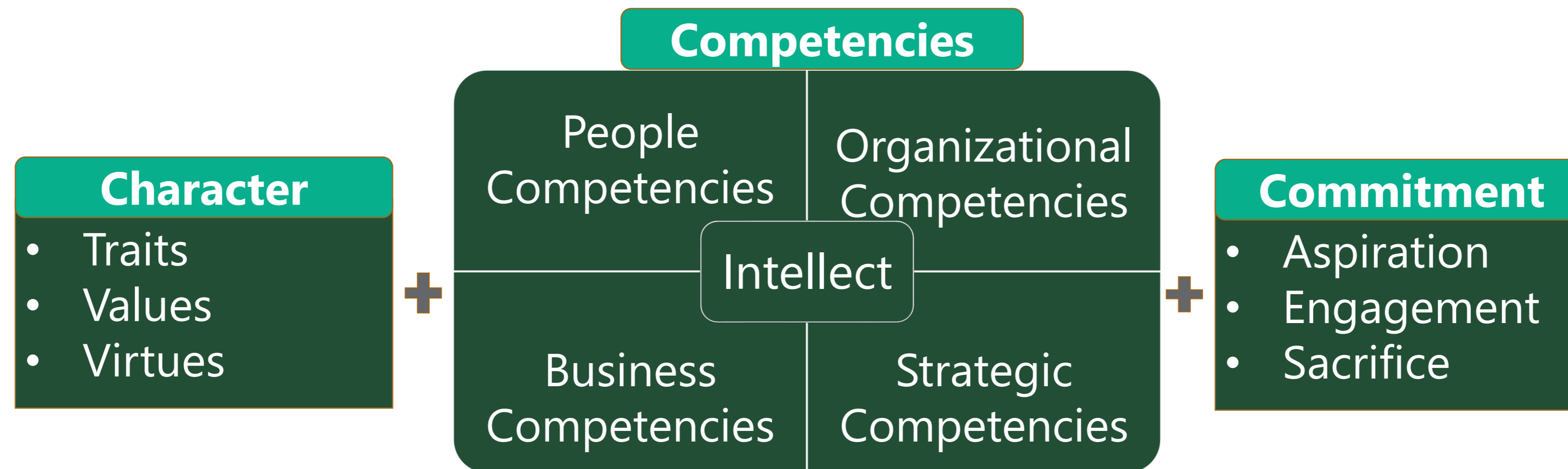
Organization: More robust culture; Sustained excellence – both short and long term; Less misconduct; Better risk-management

Stakeholders: Cultivating stronger relationships of trust; Less friction; Better collaboration; Cross-enterprise innovation

Character Based Leadership - Awareness



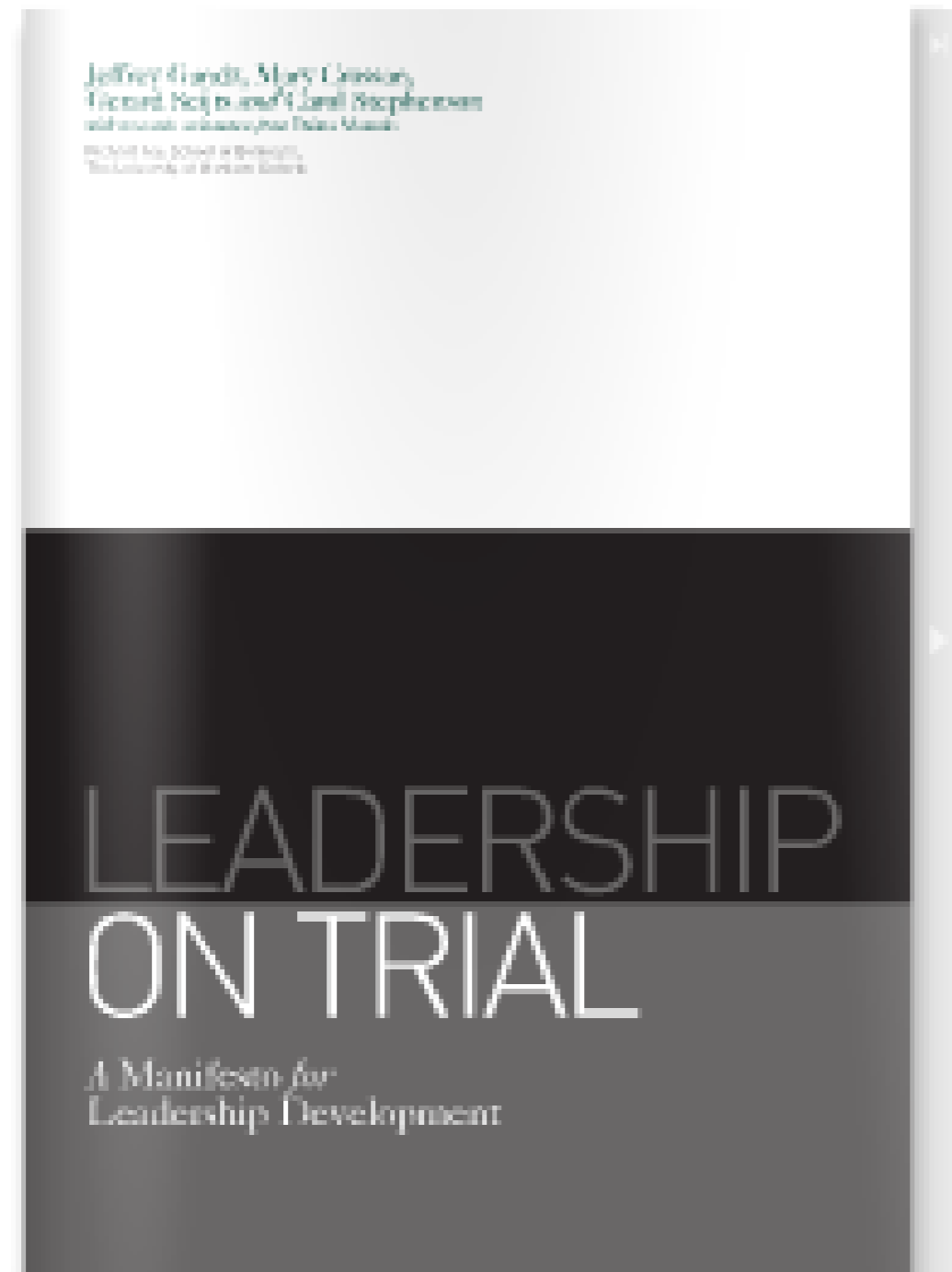
The Effective Leader



- *Competency has been focus of education, HR*
- *Commitment is "table stakes"*
- *Character leverages Competency & Commitment*

Gandz, J., Crossan, M., Seijts, G. and Stephenson, C. (2010). Leadership on trial: A manifesto for leadership development. London, Ontario: Ivey Business School.

Why Character? - Lessons from 2008

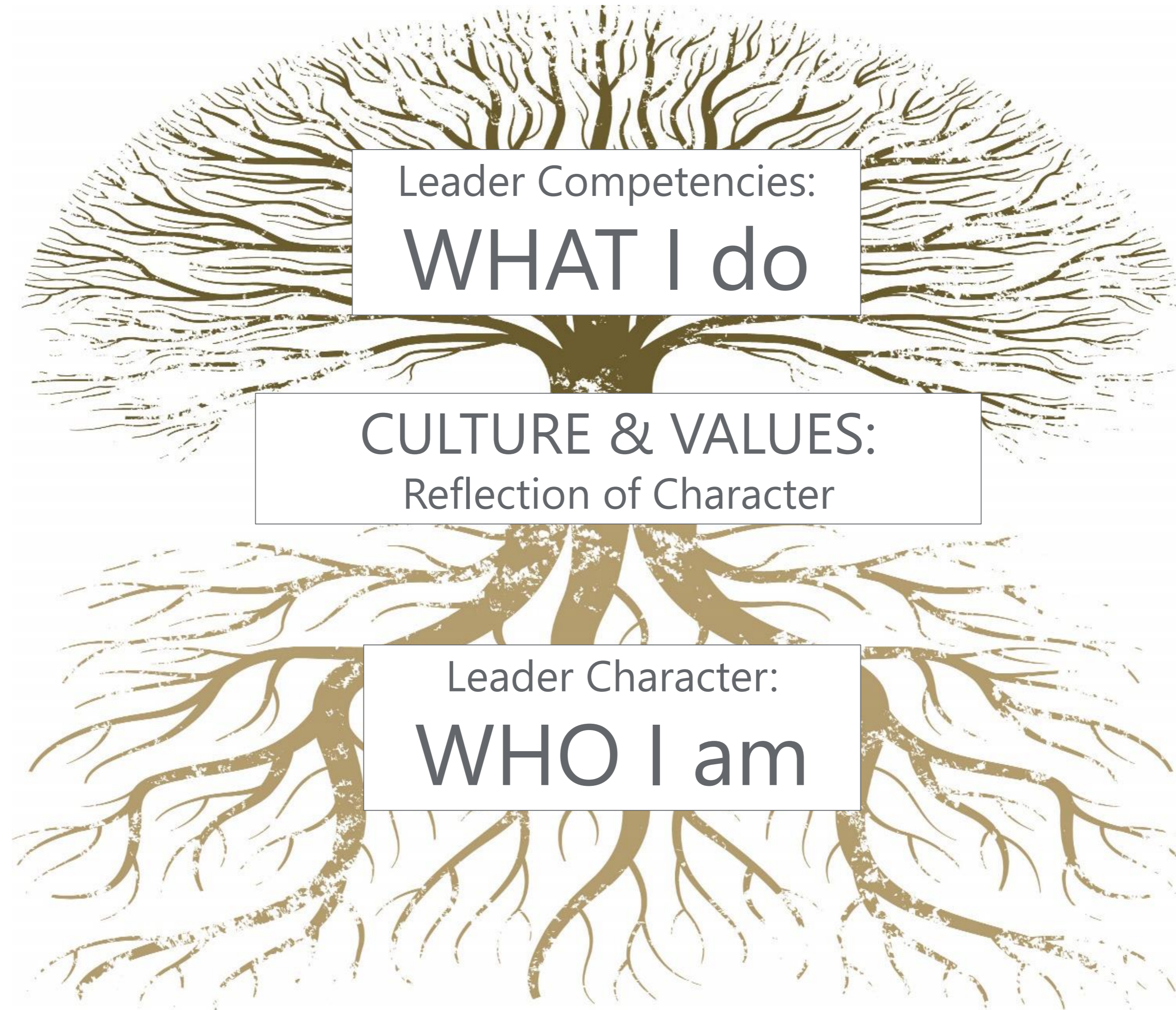


- 350 Leaders
- Focus Groups
- Canada, US, Europe, Asia
- Key Insight – Character implicated but no agreement on what it is or how it can be developed

Elevate Character Alongside Competence!

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

Character Infused 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 that directly influence the development of competence, the commitment to action and ultimately performance.

Research to Practice

In Search of Virtue: The Role of Virtues in Value-Based Decision Making
 Journal of Management Studies
 ISSN: 0274-6839
 Volume 178
 Number 4
 (July 2016)
 DOI: 10.1111/joms.12257

Dev
Mary Scijts

But

is to encourage building on decision making, group, and educators relationships integrate a focus of individual leadership "it takes a"

Leadership
 By paying more attention to improve the quality of leadership

BY JEFFREY GANDZ, MARY CROSSAN
 Ivey Business School at Western University

WHEN IT COMES TO assessing CEOs, or board members, the boards to consider are character. This article focuses on these criteria to assess – it suggests the key dimensions should consider in their

Competencies, Commitment
 Corporate directors look for three things in the CEO: assess and occasionally have commitment and character

Competencies matter. They are capable of doing, in our view, for intellect as well as organizational and strategic competencies reflects the extent to which hard work of leadership, role, and how prepared it necessary to succeed. But it determines how leaders: contexts in which they operate how they use the competencies the decisions they make, implemented and evaluated



Organizational Dynamics (2017)
 Models ORGDYN-599; No. of Pages 10
 Organizational Dynamics (2017)

ELSEVIER

Character and its impact on leadership
 Gerard Seijts*, Jeffrey Gandz
 Ivey Business School, Western University

Embedding leadership practices to improve organizational performance
 Gerard Seijts, Mary Crossan

INTRODUCTION

In a recent commencement speech, Domenic Barton, the consulting practice, said: "we focus too much on what enough time on who leader. Similarly, in a speech to Ivey of the Bank of England, said and in the broader financial institutions need to rediscover the sense of broader purpose, for their clients and their core values of C-suite leaders have discussed this topic. ences, and executive development five years, would disagree. While leaders readily agree they also report that they use it in recruiting, select leaders ... although it does surprise firing them! Based on our between the perceived in character to three things: ambiguity about what is meant of its dimensions are most der ship, how character can done to develop character ders. Second, leaders tell

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Business Law International
 Vol 18 No 3 pp 197-210

Character's Essential Financial Institutions
 William Furlong, Professor

The General Data Protection Regulation and Non-EU Companies
 Ozan Karaduman

The Rise of the Sustainable A Corporate Governance
 Jerry K C Koh and Victoria

In Pari Delicto and Ex Delicto Approaches Taken in
 Lincoln Caylor and Martin

Toward a Framework for Leadership in Organizations
 Mary M. Crossan, Mark Reno, Ivey Business School, Western University; Western University; Western University

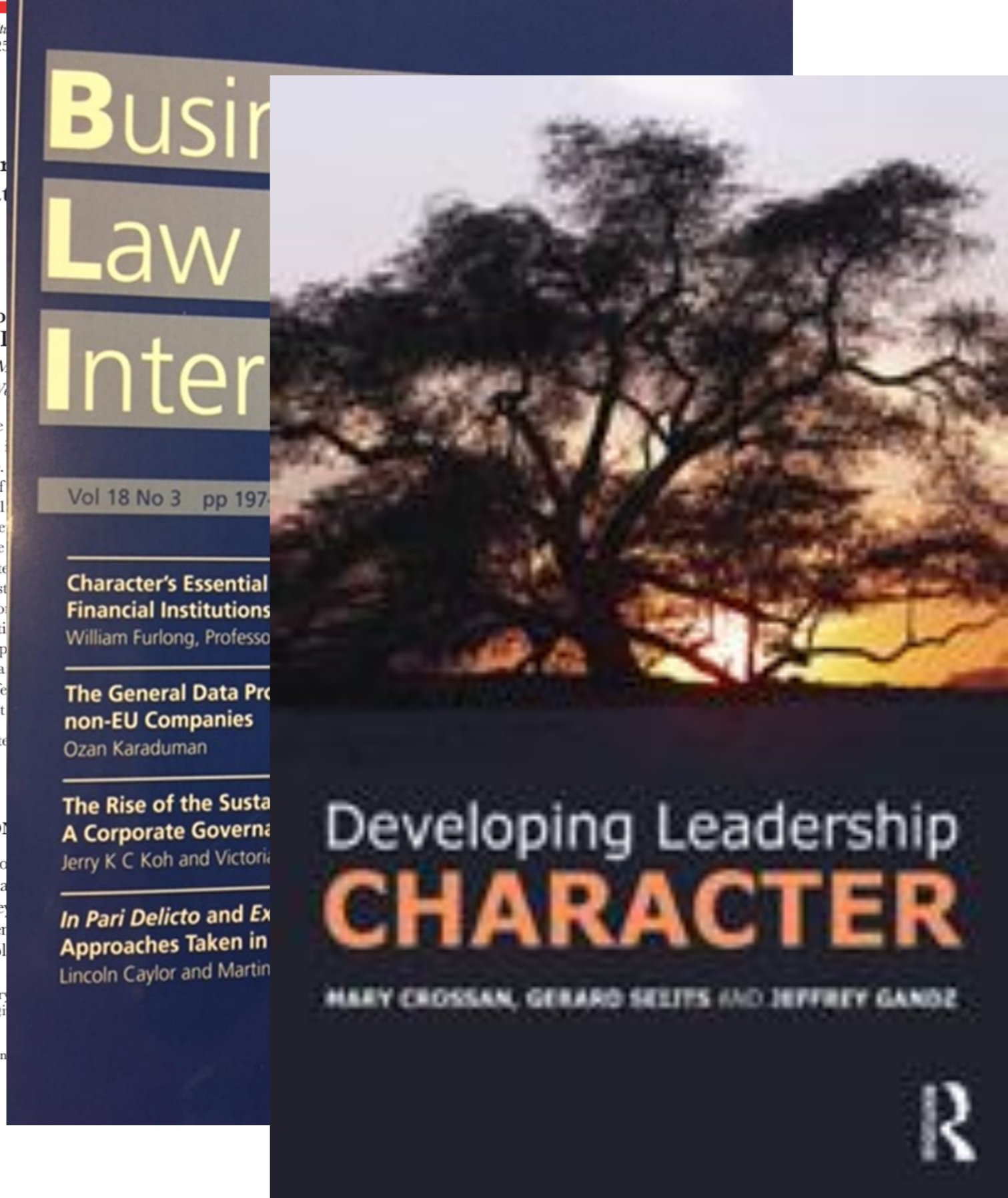
ABSTRACT While the recently psychology, mainstream practice, offer a framework of approach involving 1 to validate the frame underpinnings of the elements that operate character into mainstream interpersonal focus of In doing this, we articulate theories of leadership to the broader domain and organization effective leader character that

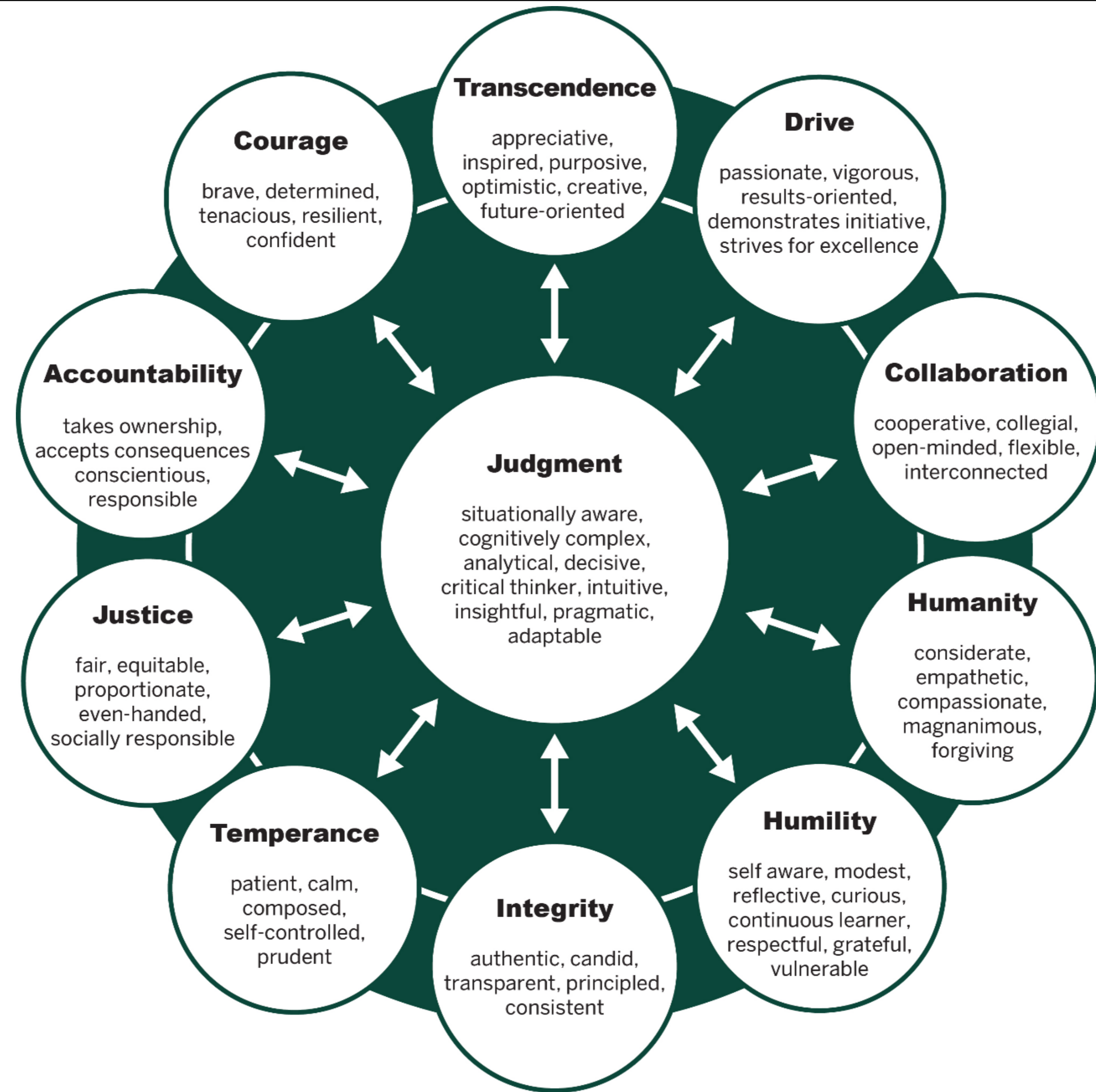
Keywords: character

INTRODUCTION

The scholarly acceptance of 'good character' nature of 'good character' made in moving beyond (2004), and its recent Hannah and Avolio

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Examples of dimensions and elements

Dimension	Element	Item
Temperance	Self-control	Controls strong emotions like anger or disappointment, especially in difficult situations.
Humility	Continuous learner	Takes advantage of any opportunity to learn from someone else.
Drive	Demonstrates initiative	Recognizes the need for, and takes prompt action, without being asked to do so.

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

Strength of Character

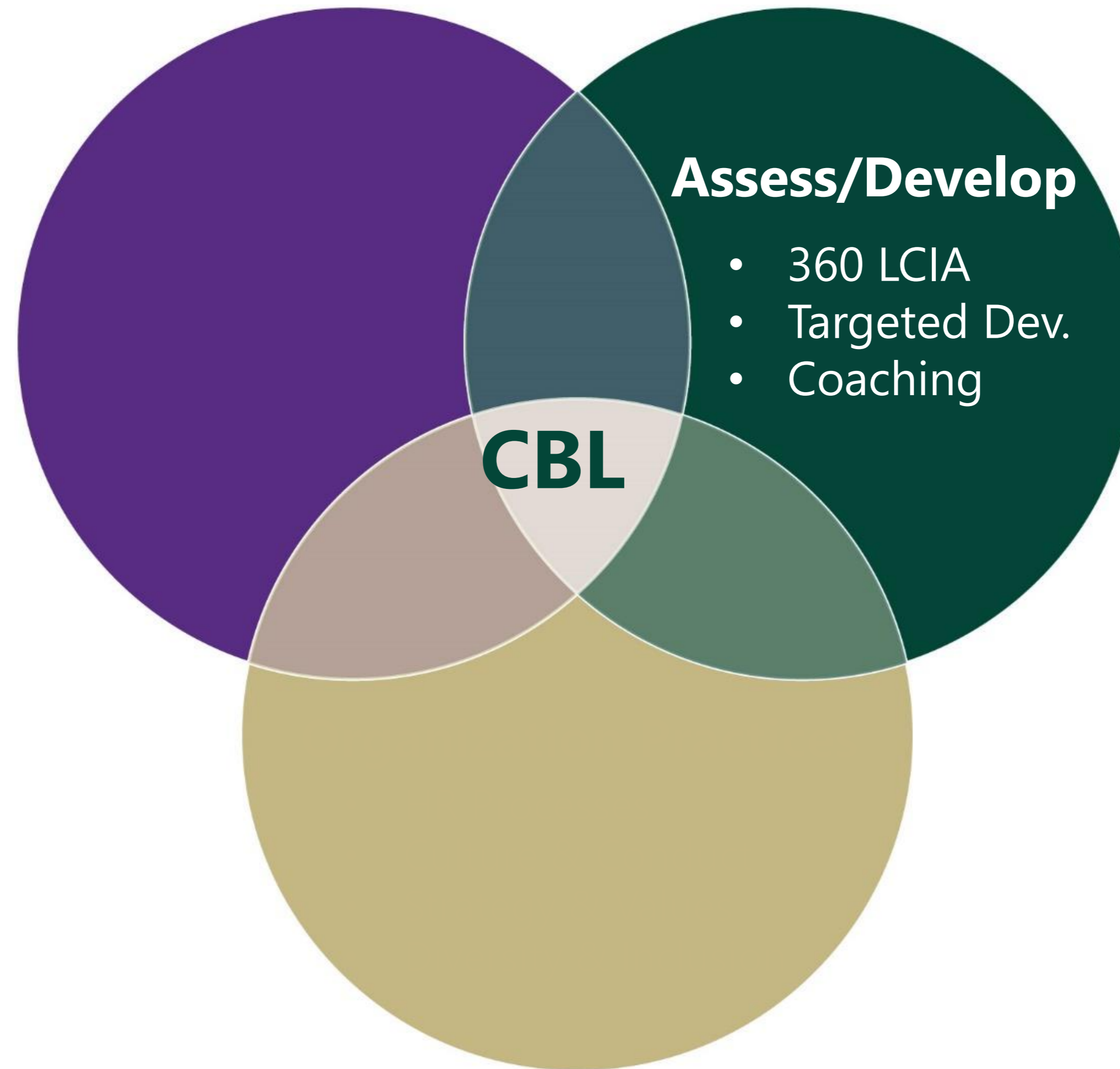
- The strength of character varies, however all dimensions can be developed
- Three archetypes
 1. Strong character – high on all dimensions
 2. Weak character – low on all dimensions
 3. Compromised character – high on some dimensions and low on others

- Strong character (along with strong competence) brings strong judgment
 - Compromised character compromises judgment – risk factor
 - Weak character allows context to dictate individual actions

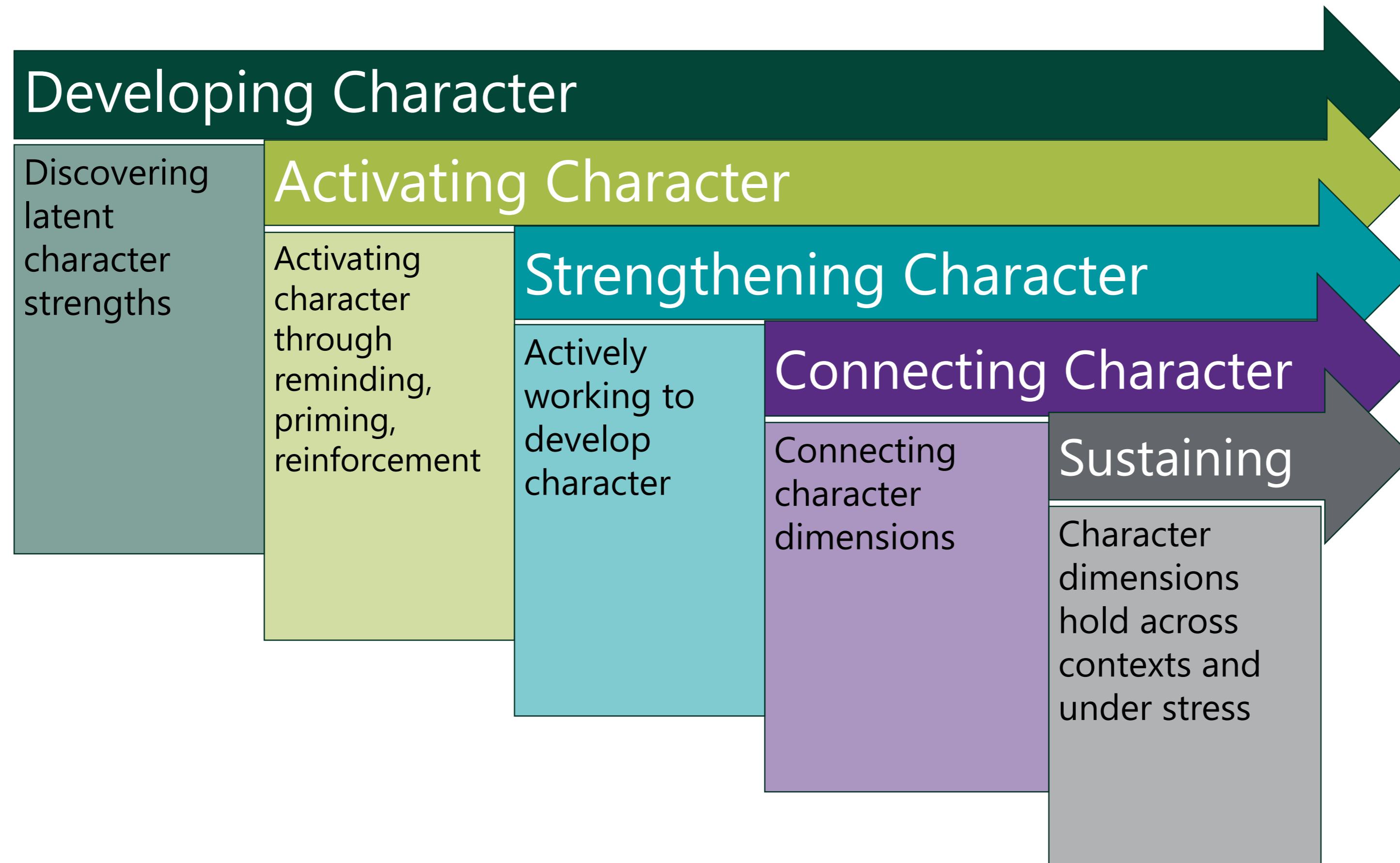
Addressing Character Misconceptions

- 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*

Character Based Leadership – Assess / Develop



Developing character: A Continuum



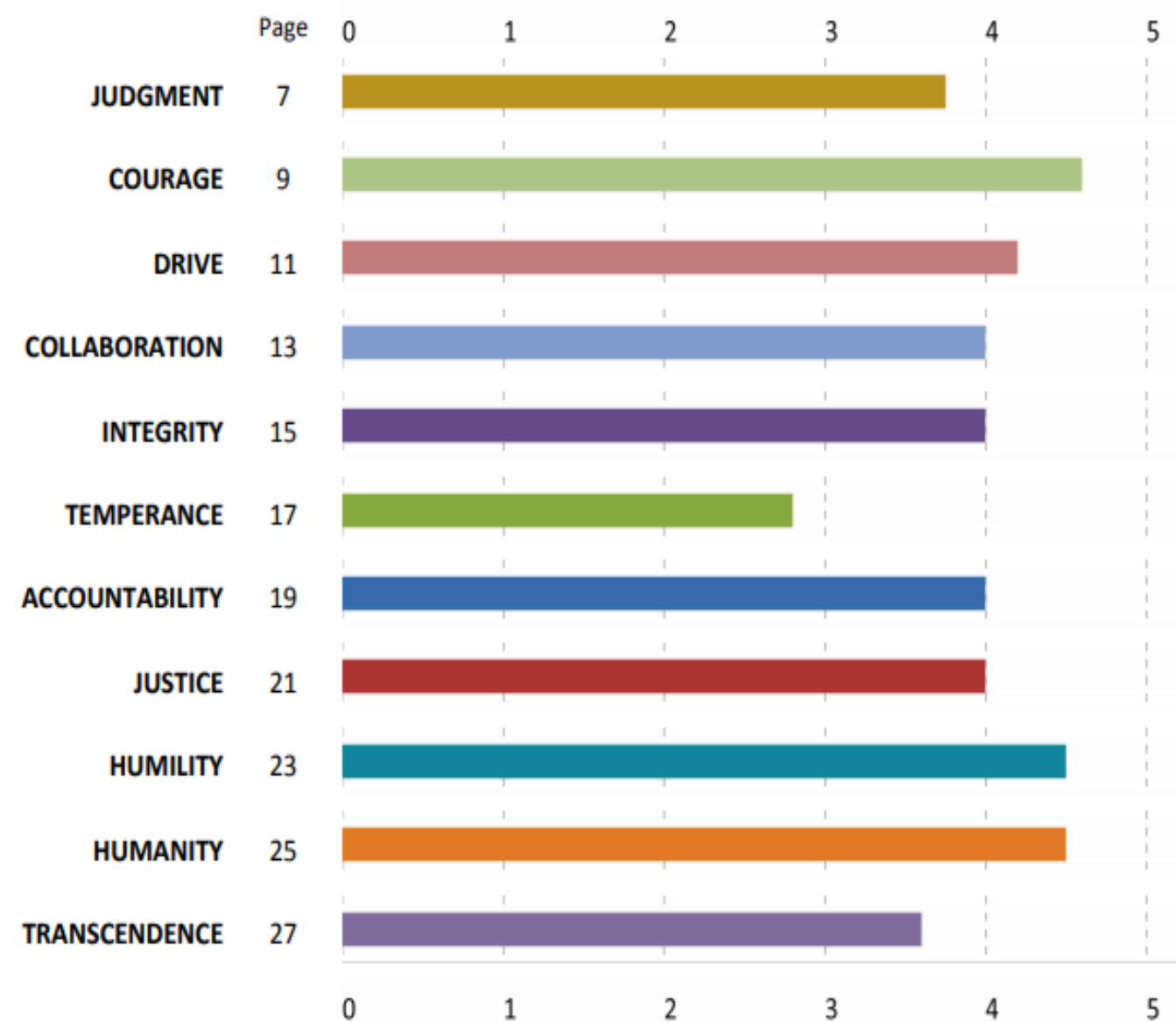
Leader Character Insight Assessment - LCIA



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=Neither Unlikely Nor Likely, 4=Likely, 5=Extremely Likely. The graph below shows your score on each character dimension.



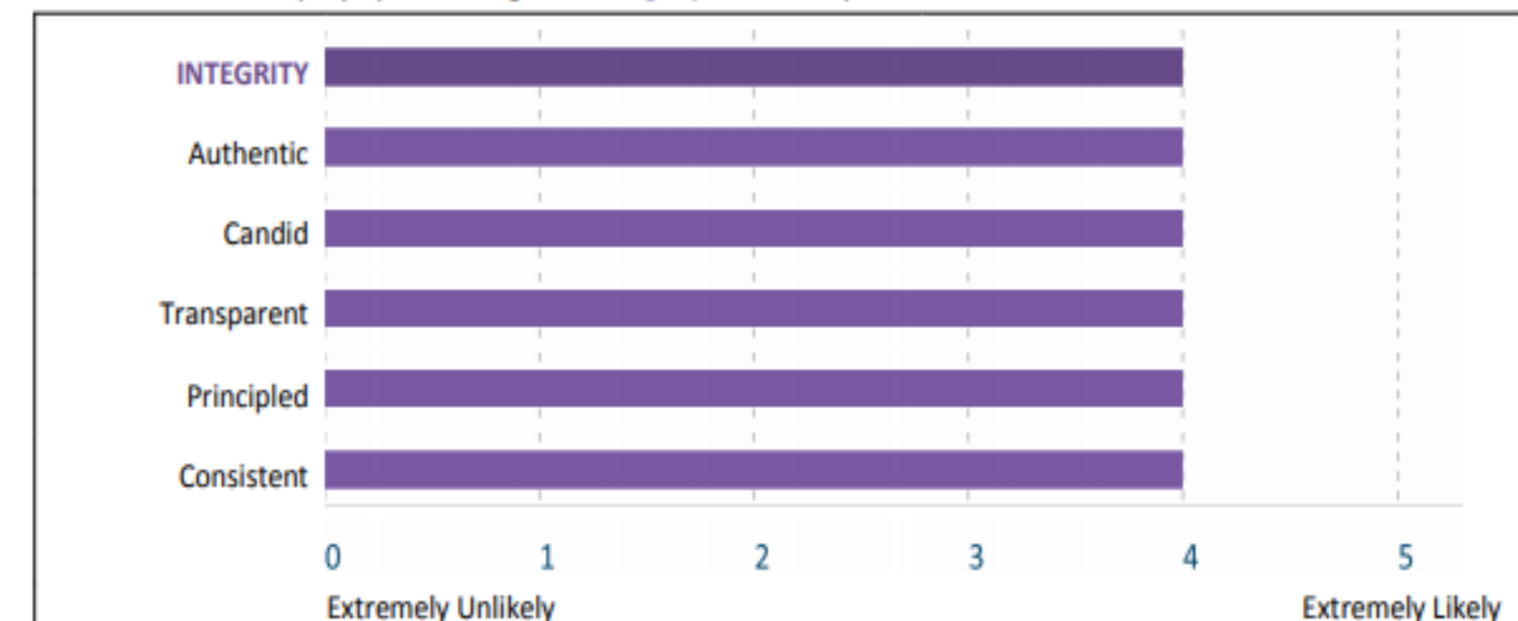
INTEGRITY

Holds oneself to a high moral standard and behaves consistently with ethical standards, even in difficult situations. Is seen by others as behaving in a way that is consistent with their personal values and beliefs. Behaves consistently with organizational policies and practices.

ELEMENTS

- Authentic:** Makes decisions and takes actions that are true to personal values and beliefs.
- Candid:** Strives to be truthful and straightforward with oneself and others. Remains forthright even in difficult situations.
- Transparent:** Remains open and honest in relationships and communications. Accurately represents to others what one truly values, believes, and intends.
- Principled:** Demonstrates high personal and professional moral standards.
- Consistent:** Practices what one preaches. Walks the corporate talk.

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



INTEGRITY RESOURCES

WATCH

- [Jack Welch: Create Candor in the Workplace](#) Stanford Graduate School of Business (YouTube, 2009)
- [Our Buggy Moral Code](#) TED Talk by Dan Ariely (2009)
- [What We Don't Understand About Trust](#) TED Talk by Onora O'Neill (2013)
- [Golden Balls - £100,150 Split or Steal?](#) (YouTube, 2010)
- [Golden Balls - The Weirdest Split or Steal Ever](#) (YouTube, 2008)

READ

- [Why We Lie](#) Dan Ariely (The Wall Street Journal, 2012)
- [Honesty in Conduct](#) Michael Josephson (Josephson Institute, 2011)
- [Integrity: The Courage to Meet the Demands of Reality](#) Henry Cloud (Harper Business, 2009)
- [Integrity: Doing the Right Thing for the Right Reason](#) Barbara Killinger (McGill-Queens University Press, 2010)
- [Sincerity and Authenticity](#) Lionel Trilling (Harvard University, 2009)
- [True North: Discover Your Authentic Leadership](#) Bill George (Jossey-Bass, 2007)

"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

LEARN

Research tells us that most acts of dishonesty are small, and that the majority of people do not take full advantage of opportunities to lie, cheat, or steal. Instead people commit small dishonest acts that do not threaten their view of themselves as fundamentally honest. To enhance honesty and transparency in the workplace, Dan Ariely (2012) suggests that companies create and communicate a code of conduct, clearly communicate to staff why the rules in it are necessary, and create a culture where even small events are up for discussion to ensure they do not represent violations of the code of conduct.

Character Based Leadership – Organizational Practices



Character Infused Culture

Dimension	If Present	If Absent
Judgment	Recognize key issues; solid decision making	Poor decisions, confusion, & resistance to change
Courage	Decisions are made; opposition to poor decisions; innovation thrives	Agreement of poor decisions; satisficing rather than maximizing is the norm; moral muteness prevails
Drive	Sustained momentum around focused priorities & high productivity	Lethargy & low productivity
Collaboration	Effective teamwork enhancing productivity; diversity in teams	“Every man for himself” mentality; lack of information sharing
Integrity	Trust, transparency & effective communication	People operate from a position of self-interest & mistrust
Temperance	Effective risk management; thoughtful consideration	Short term gains dictate strategy; desire for instant gratification
Accountability	Ownership; commitment to decisions	Failure to deliver results & take responsibility
Justice	Fairness fostering trust; going above & beyond	Inequities exist; favoritism & nepotism
Humility	Willingness to identify & discuss mistakes; support of continuous learning	Arrogance & overconfidence; complacency
Humanity	Deep understanding of what is important to stakeholders	Failure to acknowledge critical social interactions
Transcendence	Commitment to excellence; clarity & focus; inspiration motivates innovation	Narrow goals & objectives; failure to acknowledge, appreciate, & strive for excellence; not inspired

Embedding Leader Character in HR Practices



Next Steps

1. Begin with yourself

- Identify character dimensions that warrant development
- Resources in the “Leader Character Insight Assessment” (LCIA) report available through Sigma Assessment Systems and “Developing Leader Character” book

2. Exercise your leadership – share with others

- Share the slides and articles – engage conversations

3. Many options for follow up including:

- consultation, presentations, workshops, and building an agenda that aligns with organization initiatives and priorities

WHEREVER COMPETENCE RESIDES – CHARACTER BELONGS

21

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

Reference Materials

Key References

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