

Leader Character Framework



Crossan et al., 2017

Dimension	Under-weighted	Strong character	Over-weighted
Accountability	Failure to deliver results & take responsibility; blaming culture; low ownership of issues	Ownership of problems; commitment to decisions; act in organizational interest	Difficulty delegating; obsessive and controlling; little room for learning failures
Courage	People don't speak up; fear prevails; giving up; little innovation	Determination and perseverance are prevalent; high resilience; "truth to power"	Reckless, stubborn, and arrogant risk-taking
Transcendence	Narrow goals & objectives; failure to acknowledge and appreciate; not inspired	Commitment to excellence; clarity & focus; inspiration motivates innovation	Always thinking things will get better but no tangible sense of how to get there
Drive	Lethargy & low productivity; lack of initiative; apathy	Sustained momentum around focused priorities; high productivity	Tunnel vision; perfectionists inhibiting productivity
Collaboration	"Every man for themselves" mentality; lack of information sharing; silos	Effective teamwork enhancing productivity; diversity and inclusion driving success	Conflict avoiders; people pleasing; too many people clouding decision-making
Humanity	Lack of empathy, compassion, and consideration	Deep understanding of what is important; people feel they are seen and heard	People feel overwhelmed and suffer compassion fatigue
Humility	Arrogance and overconfidence; complacency; lack of learning and development	Willingness to identify & discuss mistakes; supportive of learning and development	Overwhelmed; ruminating about mistakes; pushover; lacking focused learning
Integrity	People operate from a position of self-interests and mistrust; lack of transparency	Trust, transparency, and effective communication; aligned principles and values	Uncompromising, rigid, and dogmatic interactions; exclusionary practices
Temperance	Impatience and agitation prevalent; stressed and anxious; emotional outbursts	Effective risk management; thoughtful consideration; calm even under duress	Risk averse inaction; lacking urgency; indifferent about outcomes
Justice	Inequities; favouritism and nepotism	Fairness fostering trust; clear understanding and action around systemic inequalities	Rigid rule-based procedures that do not take into account individual differences
Judgment	Indecision; lack of insight, rigour, and understanding; resistance to change	Insightful and adaptable; situationally aware and current; solid decision-making	Analysis paralysis; over-complicating decision-making; no clear sense of priorities

Dimension	Deficient Vice	Virtue	Excess Vice
Accountability	Unaccepting Negligent Irresponsible Deflects	Accepts Consequences Conscientious Responsible Takes Ownership	Burdened Obsessive Controlling Can't delegate
Courage	Cowardice Unassured Hesitant Fragile Yielding	Brave Confident Determined Resilient Tenacious	Reckless Arrogant Bull-headed Overly-compensating Stubborn
Transcendence	Unthankful Unimaginative Short-sighted Uninspired Pessimistic Directionless	Appreciative Creative Future-Oriented Inspired Optimistic Purposive	Awe-struck Untethered Missing the present Over-stimulated Delusional Fixated
Drive	Waits for direction Apathetic Aimless Mediocrity Lethargic	Demonstrates Initiative Passionate Results-Oriented Strives for Excellence Vigorous	Dictatorial Fanatical Tunnel-vision Strives for perfection Forceful
Collaboration	Confrontational Self-centered Inflexible Disconnected Narrow-minded	Collegial Cooperative Flexible Interconnected Open-Minded	People-pleaser Conflict-avoider Compliant Boundaryless Abstract
Humanity	Uncaring Oblivious to others Unrelatable Vindictive Aloof	Compassionate Considerate Empathetic Forgiving Magnanimous	Overly concerned Overly-accommodating Overwhelmed by feelings Exploitable Over-bearing
Humility	Fixed mindset Disinterested Ungrateful Braggard Unreflective Disrespectful Unaware Protective	Continuous Learner Curious Grateful Modest Reflective Respectful Self-aware Vulnerable	Lacking focus Transfixed Feeling insignificant Self-effacing Ruminating Fawning Self-conscious Over-exposed
Integrity	Fake Untruthful Inconsistent Unprincipled Manipulative	Authentic Candid Consistent Principled Transparent	Uncompromising Belligerent Rigid Dogmatic Indiscriminate
Temperance	Anxious Agitated Impatient Inattentive Rash	Calm Composed Patient Prudent Self-Controlled	Indifferent Detached Overly accepting Overly cautious Overly-regulating
Justice	Inequitable Biased Unfair Disproportionate Narrow concerns	Equitable Even-Handed Fair Proportionate Socially Responsible	No exceptions No differences "One size fits all" Micromanage proportion Paralyzed by complexity
Judgment	Stagnant Lacking logic Simplistic Lazy thinking Indecisive Lacking instinct Ignorant Unrealistic Oblivious	Adaptable Analytical Cognitively Complex Critical Thinker Decisive Intuitive Insightful Pragmatic Situationally Aware	Overly malleable Over-analyzing Complicating Overly critical Impulsive Lacking reason Cunning Overly practical Over valuing situations