The Character of Leadership
An Ancient Model for a Quantum Age

Element Assessment & Worksheet

Overview

This worksheet allows you to accomplish three things:

1. Familiarize yourself with the Character of Leadership Model
2. Evaluate your leadership strength using the Element 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.

To evaluate your leadership strength based on the model move to Section 2 on page 3. Once you complete the Element Assessment record your scores on page 4 noting your strengths and development needs

To get the most from the assessment use Section 3 on page 5 to describe a current leadership opportunity 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.

Notes:

Element Assessment

Faith

I lead based on a clear set of positive core values that are demonstrated through my leadership actions.

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

Justice

I lead by doing what is right even when it is difficult and costly; leading in a selfless manner and fostering personal and team accountability.

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

Temperance

I lead with personal humility, passion and self-control.

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

Hope

I lead by sincerely and convincingly articulating a bright future, especially when the immediate circumstances are bleak.

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

Wisdom

I lead by effectively applying my accumulated knowledge and experience to current situations.

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

Love

I lead by demonstrating a genuine concern, care and compassion for people.

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

Courage

I lead by boldly seizing opportunities and firmly dealing with challenges.

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

Plot Your Scores

Now that you have rated yourself plot your score 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. Based on your scores you can analyze the elements of the model that represent your leadership strengths (scores of 8-10). You can also see development needs (scores below 8).

Rating

Rating

Rating

Rating

Temperance

Justice

Love

Your
Leadership
Opportunity

Courage

Hope

Rating

Rating

Faith

Wisdom

Rating

Rating

Notes: _____

_____

_____

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 element, commit to the actions you will take to demonstrate character in your leadership.
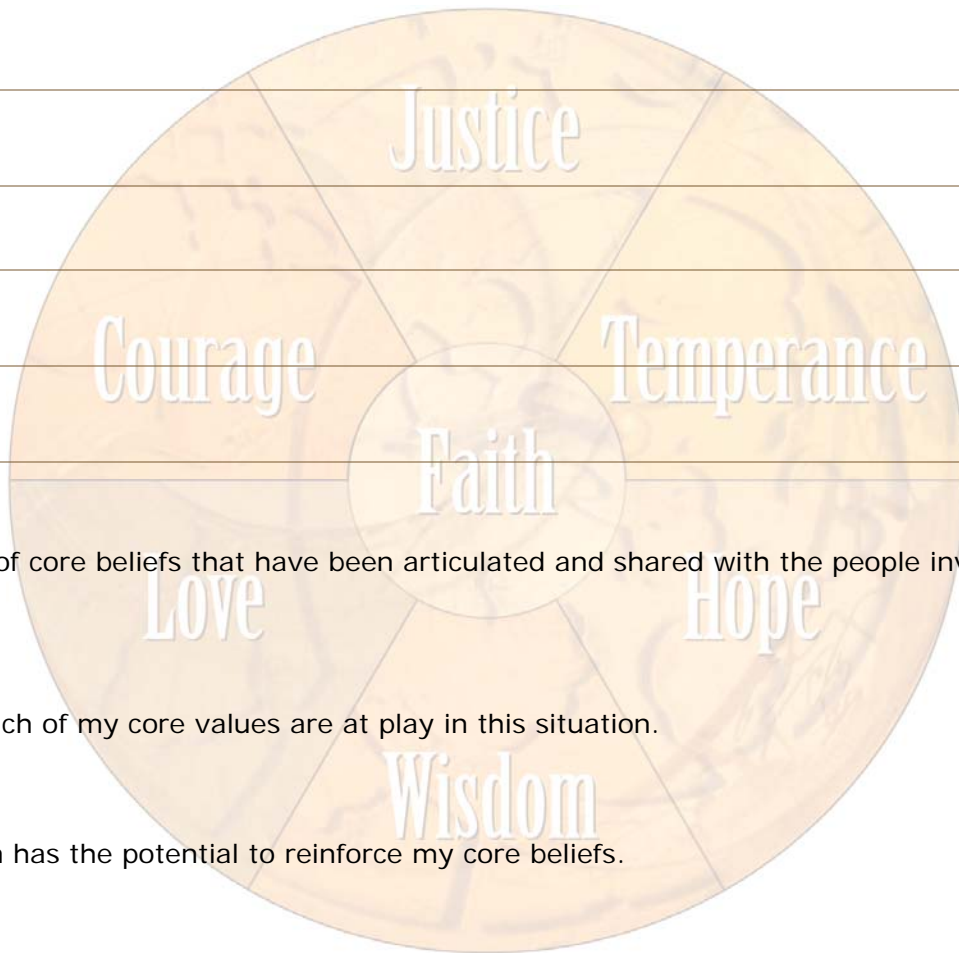
Faith

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:

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:
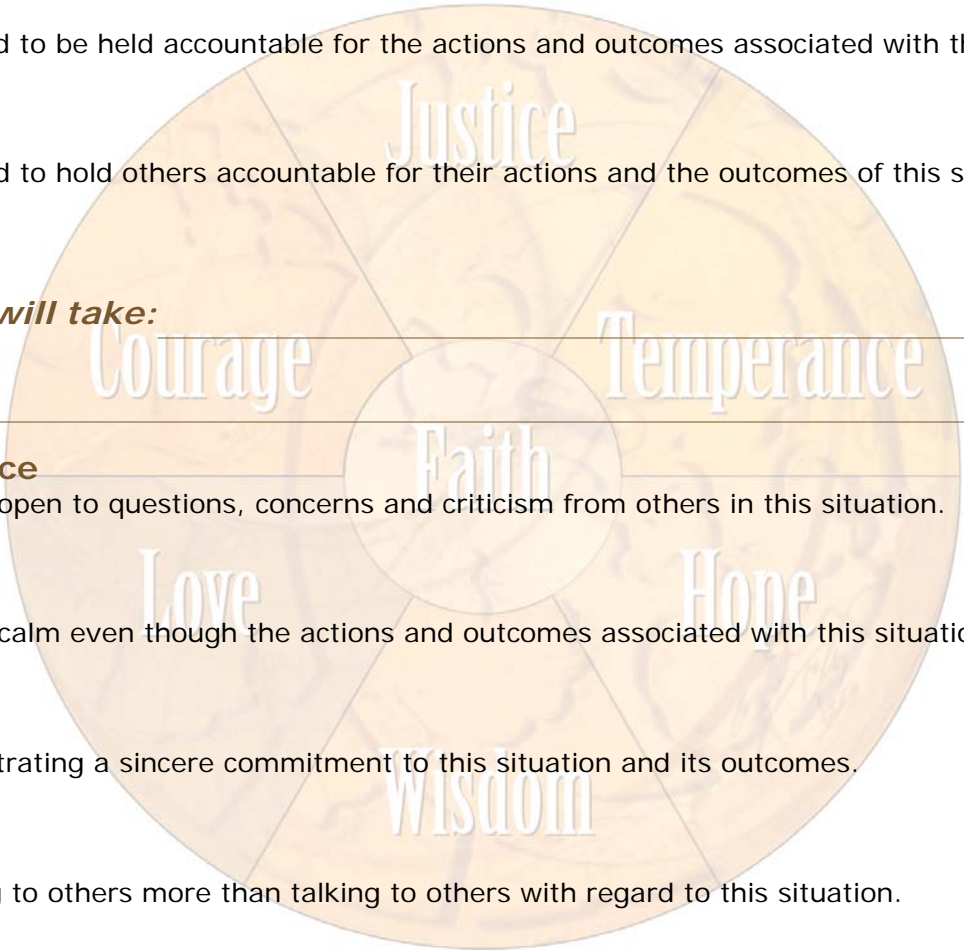
Hope

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: _____

_____