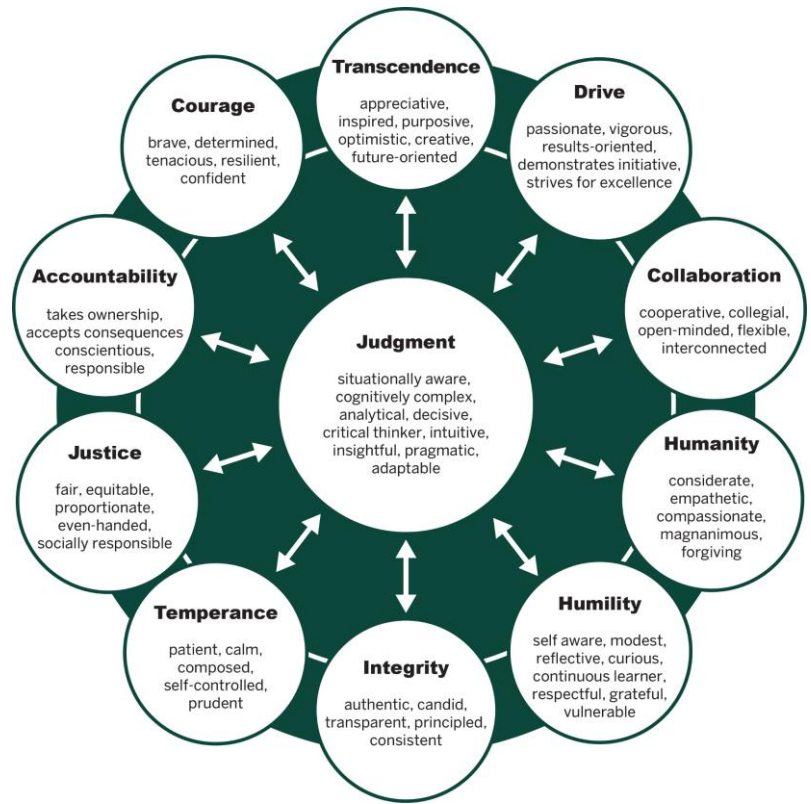


LCIA

Leadership Character Insight Assessment

Dimension	Definition
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.
Courage	Does the right thing even though it may be unpopular, actively discouraged, and/or result in a negative outcome for him/her. Shows an unrelenting determination, confidence, and perseverance in confronting difficult situations. Rebounds quickly from setbacks.
Drive	Strives for excellence, has a strong desire to succeed, tackles problems with a sense of urgency, approaches challenges with energy and passion.
Collaboration	Values and actively supports development and maintenance of positive relationships among people. Encourages open dialogue and does not react defensively when challenged. Is able to connect with others at a fundamental level, in a way that fosters the productive sharing of ideas. Recognizes that what happens to someone, somewhere, can affect all.
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.
Temperance	Conducts oneself in a calm, composed manner. Maintains the ability to think clearly and respond reasonably in tense situations. Completes work and solves problems in a thoughtful, careful manner. Resists excesses and stays grounded.
Accountability	Willingly accepts responsibility for decisions and actions. Is willing to step up and take ownership of challenging issues. Reliably delivers on expectations. Can be counted on in tough situations.
Justice	Strives to ensure that individuals are treated fairly and that consequences (positive or negative) are commensurate with contributions. Remains objective and keeps personal biases to a minimum when making decisions. Provides others with the opportunity to voice their opinions on processes and procedures. Provides timely, specific, and candid explanations for decisions. Seeks to redress wrongdoings inside and outside the organization.
Humility	Lets accomplishments speak for themselves, acknowledges limitations, understands the importance of thoughtful examination of one's own opinions and ideas and embraces opportunities for personal growth and development. Does not consider oneself to be more important or special than others, is respectful of others, and understands and appreciates others strengths and contributions.
Humanity	Demonstrates genuine concern and care for others, and can appreciate and identify with others values, feelings, and beliefs. Has a capacity to forgive and not hold grudges. Understands that people are fallible and offers opportunities for individuals to learn from their mistakes.
Transcendence	Draws inspiration from excellence or appreciation of beauty in such areas as sports, music, arts, and design. Sees possibility where others cannot. Has a very expansive view of things both in terms of taking into account the long term and broad factors. Demonstrates a sense of purpose in life.

Leader Character Dimensions



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; satisfying 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