

# The Case for “Character-Centered” Personal Leadership Effectiveness

## Human Capital Inventory...

A Person’s Character and Behavior Are Critical To Your Organization...

**Asset...**

**Or**

**Liability...**

- ✓ Properly aligned with culture
- ✓ Achieving performance results
- ✓ Retained as a reliable team member
- ✓ Empowering team performance
- ✓ Contributing to customer satisfaction



- ✓ Not compatible with culture
- ✓ Underachieving performance expectations
- ✓ High risk for turnover
- ✓ Hindering team performance
- ✓ Causing customer dissatisfaction



**People Are Either Your Greatest Asset...  
Or Your Greatest Liability!**

## Human Capital (People) Are The Greatest Asset (or Liability) To Any Organization!



### ► Keeping It Simple...

- ✓ If you can't lead you, you can't lead others!
- ✓ Good government, is based on good "self government" (*How one manages and governs themselves*)
- ✓ Everything rises and falls on leadership (*Personally and Professionally*)
- ✓ A person's character and behavior have a direct impact upon performance, productivity and profits!

### ► Character **IS** a Competitive Advantage...

- ✓ **Bottom-line:** Organizations will be either run by self-managing people of good character or spend enormous expenses in recruitment, retention and cultural health inspection to control and monitor their people. The key to any organization's success is to hire the right people...develop the right people...and to retain the right people!

### ► Personal Leadership Effectiveness™ ...

At the core foundation of an individual's Personal Leadership Effectiveness is their character and behavioral DNA! Organizations today must have a formable on-going sustainable process to assess, measure, empower and evaluate the character and behavior DNA...of its human capital assets. In any organization (profit or non-profit) people will either self-manage or discipline their lives around good principles of character or they will have to be managed externally. Think of the costs wasted in our institutions trying to manage and police issues such as integrity, honesty, conflict, lack of accountability, poor communications, etc.

- ✓ A person with the proper personal leadership skills will mitigate and/or eliminate many of these factors that have a direct impact on an organization's performance, productivity, profit and overall team efficiency. An individual's Personal Leadership Effectiveness will ultimately determine their ability and motivation to lead from within, to have the ability to manage their attitudes, beliefs and commitments around core, "character-based" principles in an intentional and proactive way!

### ► The R.O.I. Impact of Personal Leadership

The research that has been conducted over the past several years regarding the impact of a person's character, behavior and Personal Leadership Effectiveness...is significant. For far too long, organizations have not invested the appropriate resources to have viable integrated solutions that that can assess and measure a person's character and behavior. More importantly, organizations today need to have viable solutions that can align a person's character and behavior profile with their culture, talent acquisition, employee development and succession planning initiatives.

**A Person's Character and Behavior...  
Are Critical To The Success of Any Organization!**

## ► Understanding Human Capital



Organizations today are cutting costs and restructuring their human capital assets to keep pace with market demands and trends.



In turbulent times organizations are realizing the **VITAL IMPORTANCE** of maintaining a high level of leadership trust and a positive company morale regarding its overall culture environment.



Whether a company is on “Wall Street” or “Main Street”, **human capital is the # 1 Investment and #1 Risk**. Today, more than ever, cost-effective, timely and relevant human capital solutions are needed!



Every organization’s success or failure depends upon people (human capital assets). Regardless of what product, program or service an organization provides, they need viable, cost-effective solutions that:

- ❖ Streamline operational human capital efficiencies
- ❖ Mitigate human capital risks
- ❖ Reduce human capital expenses
- ❖ Maximize leadership capabilities

Business success today is dramatically more dependent upon human capital than at any time in history. By some estimates, traditional “book assets” may now account for as little as 20%-30% of a company’s “value” in the market. These are the assets that are primarily physical in nature that could be sold if the company ceased to exist. The remaining 70%-80% of a company’s value is in the form of its less tangible, yet real assets, tied to the knowledge, skills and abilities of its human capital.



We have moved from an industrial economy to a service economy, where competitive advantage is tied to information technology in the hands of people, who make a difference through the skilled use of that technology. In contrast to a mere generation ago where market value was tied primarily to the exchange of products, today’s economic activities revolve around the rapid growth in the sale or exchange of knowledge and information. This means that leveraging human capital has never been more critical to competitiveness. Organizations that recognize this reality are therefore investing in human capital with the same level of expectation for a return on that investment, as a company would extract from its physical assets.

If human capital is so important to business success, what is human capital anyway? Simply stated, human capital is the *sum of an organization’s character competencies, skills, experience, potential and capacity to achieve its business goals*. It essentially captures all of the people-oriented capabilities needed for a business to be successful. Like monetary capital, it can be invested, spent wisely or wasted.

**Personal Leadership Effectiveness Is Critical To The Bottom-Line...  
Whether You Are President/CEO, Manager Or Valued Employee!**

## ORGANIZATIONAL BENEFITS OF PERSONAL LEADERSHIP EFFECTIVENESS™

Personal leadership Effectiveness is the cornerstone to any successful organization, whether a person is the Chairman of the Board, President/CEO, a C-Level Leader or valued employee. At the foundation of personal leadership is a person's "character", which essentially is who they are at their core. In the Greek "character" came from a word "*kharaktēr*" which was a stamping tool. It meant who we are distinctively, at our core, our fundamental qualities or distinguishing marks.

An organization that is dedicated to building and sustaining their culture upon a strong "character-centered personal leadership" foundation will gain a competitive advantage, as people govern themselves and lead from within. The following are some primary benefits that occur when organizations embrace the importance of personal leadership.



- ▶ **Empowered Culture Environment** - A person's character and behavior have significant influence on the culture of any organization. Hiring, developing and maintaining good employees are the core fundamentals of any successful enterprise. When an organization makes a commitment to recruit, develop and sustain the Personal Leadership Effectiveness of its people...they will create an empowered culture which will drive greater results, at lower costs, while mitigating their overall human capital risks.
- ▶ **Improved Recruitment Practices** - One of the toughest things for any business to do is to get the right people on the bus, as Jim Collins says. When dealing with talent acquisition issues, it is important for an organization to identify those character and behavioral personal leadership traits that support the desired culture of the organization and that are essential for long-term success in a specific hiring positions. When organizations recruit people who are in alignment with those traits, their likelihood of success and retention increase significantly!
- ▶ **Greater Productivity** - People with strong personal leadership competencies are self-motivated, they don't live with a sense of entitlement, they work hard, maintain a positive attitude and develop healthy working relationships with others. Quality leaders and employees, who consistently exercise good personal leadership habits, operate at peak performance because they are not held back by personal baggage such as, stress, fractured relationships, apathy or other conflicts and dysfunctions.
- ▶ **Effective Team Work** - **When a person has strong personal leadership skills and core competencies, they can** better lead themselves, which in most cases helps them better direct and engage with others more effectively through collaboration. Also, when a person is committed to improving their Personal Leadership Effectiveness they tend to be more aware of communicating with others in a better and more polite manner, which leads to minimizing and resolving conflicts as well as fostering mutual respect.
- ▶ **Increased Retention** - Turnover and the loss of quality people are very expensive for any organization. Research supports that good employees are seeking out opportunities whereby an organization has some formal process in place for them to grow and develop. Not just their skills required for the job they perform, but personal leadership development and coaching tracks that will help them grow...personally and professionally.
- ▶ **Enhanced Company Morale** - Good companies have lost good people because of bad people! Quality employees desire to be part of a "winning team", to be engaged in a positive work environment (culture) with other quality people. A collection of good people...boosts company morale!

## INDIVIDUAL BENEFITS OF PERSONAL LEADERSHIP EFFECTIVENESS™

- ▶ **Personal Responsibility** - When a person is committed to improving their personal leadership competencies they become more aware and focused on their responsibilities and commitments. They learn to take charge, make decisions, and have a strong sense of accountability not only to themselves, but also to those that are impacted by their actions. These individuals will typically have a strong work ethic, are more focused and organized, and take pride in their work. Developing these traits will not only help a person to be successful in all areas of their life, but will set them apart from the crowd and make them a valuable asset to the organization that they work for.
- ▶ **Personal Security** - When a person knows who they are and what they value, and are able to live consistently from this foundation they will be more secure and emotionally stable. When an individual invests in developing their character, over time their private and public lives become more in sync and they will no longer need to expend unnecessary energy pretending to be something they are not. They can live consistently and confidently rooted in who they are and make and live by decisions that are rooted in this strong foundation.
- ▶ **Personal Serenity** - Most people long for peace, joy and happiness. Some may think this quality is not important, particularly in a business environment. However, a person who has cultivated their character is less filled with worries, frustrations, anger, and unresolved conflicts. One dictionary describes serenity as “the state of being calm, peaceful, and untroubled.” These qualities are invaluable to developing a quality working environment and high performing teams which allows attention to be focused on the task at hand, and not internal stressors.
- ▶ **Personal Self-Esteem** - Most people’s view of themselves, whether positive or negative, will tend to be lived out on a daily basis and significantly influence their personal and professional lives. When someone’s character possesses the qualities of “personal security” and “personal serenity” they typically are living a life that is full, rich, balanced, confident, humbled, and impactful. If a person is able to balance a healthy sense of pride alongside of a good dose of humility, their self-esteem will become a valuable asset within any group where they are participating.
- ▶ **Personal Relationship Support** - Most people, whether they will admit it or not, need to be supported by others and give support to others. The truth and reality is that most people function best and fully in the context of personal and professional relationships. A person of good character will be more inclined to engage and embrace with others by demonstrating personal leadership qualities such as caring, listening, encouraging, trustworthiness and accountability.
- ▶ **Personal Achievement** - Most people move toward their view of success, whether or not they have taken time to define it. Most people want to win! The key questions are what is a person’s personal and professional definition of success and are they proactively moving in that direction? Often times current culture influences and distorts a person’s view of success, and they must be vigilant to identify and take ownership for their own definition and actively work towards it.
- ▶ **Personal Significance** - The issue of “personal significance” is a major factor in today’s working environment and has a direct correlation to turnover and retention. If a person does not achieve a sense of personal significance on the job, they are at risk of leaving and seeking employment elsewhere. It is important that a person works to identify those things that give them a personal sense of significance and seek to align with activities and assignments that support the organization’s goals.





## The 10 Secrets for Personal Leadership Effectiveness *Achieving Authentic Success*® ...

1. **Take charge and make a difference.** Avoid having a victim mentality and take responsibility for developing disciplines and new habits that lead to being proactive and positive.
2. **Live life with a sense of significance.** Develop a healthy self-concept, recognize your uniqueness and realize you can make a difference. Look for opportunities to grow.
3. **Embrace problems as positive opportunities.** It is CRITICAL to have a positive attitude. Embracing a negative situation causes stress that can demoralize your individual performance and your overall productivity.
4. **Build and sustain a values-based lifestyle.** Learn to build a values system around foundational “character-based principles”.
5. **Define your vision, mission and purpose.** Live with a sense of destiny, excitement and meaning.
6. **Gain balance in all aspects of your life.** When a person is out of control and loses balance, they become highly susceptible to distress, anger, fear, depression and even burnout. It is critical to build balance into your life if you are to maximize your personal leadership efficiency.
7. **Resolve personal challenges and conflicts.** Learn the importance of listening, how to confront people properly and to know when to empathize at the right time.
8. **Cultivate your individual character.** Your character will determine ultimately the quality of your relationships, your contribution at work, in your community... and in society at large.
9. **Keep adjusting to obstacles.** You must learn to make mid-course corrections and how to deal with constant change. History is filled with success stories, whereby individuals overcame enormous challenges and barriers in their life to press on and accomplish great things.
10. **Never give up or quit on the things you choose are important.** Those who succeed at healthy, dynamic whole lives fail often, but they fail forward. They learn how to stick with it and persist...they simply do not quit.



### Summary Comments

If you would like to learn more about our Personal Leadership Effectiveness training and coaching programs that is comprised of a *Developing Authentic Leaders*™ platform (for managers / supervisors); and our *Achieving Authentic Success*® platform (for the employee population), please contact your MERIT Representative.

- ✓ If you would like to complete a [Client Inquiry Form](#) your MERIT Representative would be happy to discuss and explore with you how each of the various proprietary solutions can align with your overall strategic human capital initiatives.

**Personal Leadership Effectiveness Is Vital To Enhancing  
Performance, Productivity Team Efficiency and Bottom-Line Results!**