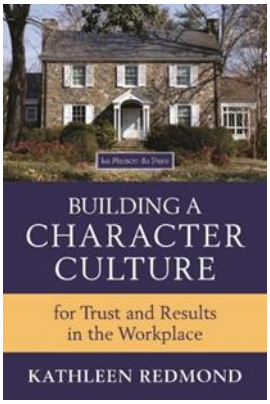
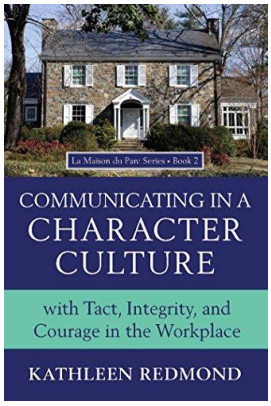
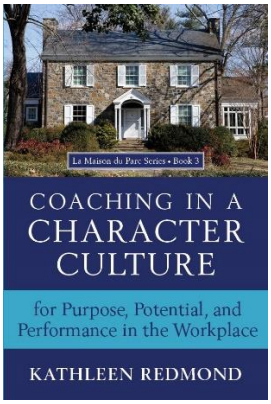
Introduction to the Character Culture Framework

The Character Culture Framework has grown out of the collective experience of thousands of practitioners in their roles as leaders, researchers, consultants, and coaches—doing the real work of establishing and sustaining a character culture in diverse organizational contexts. It has also been influenced by lessons learned in my over thirty years of professional practice and by the findings of experts and thought leaders across many fields who have in common, the pursuit of healthy behaviour and healthy organizational cultures. Finally it's important to note that the Character Culture Framework will continue to be fine-tuned to reflect lessons learned from organizations striving to make a Character Culture their reality and also to take into account the findings of ever-evolving research.

The Character Culture Trilogy:







The graphic the back of the three books in the Character Culture Trilogy represents the competencies and character values that support results.



The Character Culture Framework

- Builds and sustains the trust needed to bring out the best in each person to realize the organizational purpose and achieve goals.
- Integrates Guiding Principles with Character Values -- essential ingredients of trust.

Guiding Principles

Clarify what to do and why to do it.

Create Clarity	Commit to Accountability	Coach for Performance	Cultivate Collegiality	Collaborate for Results
Everyone knows and understands the organizational purpose, goals, progress, and results.	Everyone commits to the success of the organization by fulfilling their commitments, taking responsibility for their behaviour, and striving for excellence.	Everyone supports the ongoing development of others with a focus on maximizing individual potential and organizational performance.	Everyone contributes to an enjoyable workplace where they feel safe, engaged, and valued.	Everyone works collaboratively to improve the organization and achieve strategic goals.
Leaders: • Establish performance expectations • Link assignments to organizational purpose	Leaders: • Hold themselves and others accountable for goals, progress and results	Leaders: • Hold regular one-on-one meetings • Coach on performance by inquiring about intentions, thoughts and feelings which manifest in behaviour	Leaders: • Establish and maintain a trusting workplace climate that promotes engagement, inclusion, caring and a sense of belonging	Leaders: • Compromise on departmental agendas for the benefit of the organization • Provide the structure and conditions to promote working together in cross-functional teams

Character Values

Clarify how people behave in a Character Culture to develop and sustain high trust.

Respect	Integrity	Compassion	Courage
Respectful behaviour is civil, dignified, positive and inclusive.	Behaving with integrity means being honest, responsible, fair, and consistent.	Being compassionate means listening actively, showing empathy, and being caring towards others.	Being courageous means speaking up, hearing feedback, taking initiative, and optimistically persevering.

Of course, not all organizations will define competencies and values in the same way. The key is that a structure/definition exists in a way that has been developed by the current team and is used in hiring, training and performance management.