



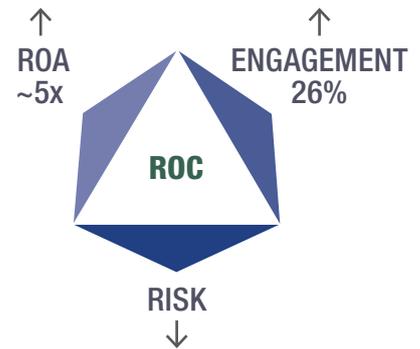
# NEW FOUNDATIONS: STRENGTHENING INDIVIDUAL CHARACTER FROM THE GROUND UP

You have probably either taken part in or heard of a multi-rater, 360-degree review. Generally, it involves getting frank, anonymous performance appraisals from bosses, peers, and subordinates. These comments give employees fresh insights into their own skills and performance. And, unless the employees being rated are unusually self-aware, they usually get some surprising, even startling, comments.

**“THE FINAL FORMING OF A PERSON’S CHARACTER LIES IN THEIR OWN HANDS.”**

–Anne Frank

KRW consultants pioneered the 360-degree review decades ago as a coaching tool. Since then, they have homed in on *skills augmented by character reputation* as the defining feature of an executive’s performance – and as a powerful determinant of organisational success. Years of KRW research have **turned hard data into insight**: a senior team’s reputation for acting with integrity, responsibility, forgiveness, and compassion – that is, their collective Character Reputation – is one of the **strongest predictors** of an organisation’s overall execution readiness.



Compared to organisations led by senior teams with a self-focused reputation, those led by senior teams with a strong character reputation average an astonishing **~5x greater return on assets (ROA)** and **26% higher workforce engagement**. And they show **lower levels of corporate risk**. These three outcomes are all essential elements of the **Return on Character® (ROC)**.

## DRILLING DOWN TO THE INDIVIDUAL LEVEL



**New Foundations**, KRW’s flagship individual leadership Programme, offers top executives a unique, comprehensive development experience that clients have called “life-changing.” It builds on some of the elements in a 360-degree review. But it uses the insights from that review to identify the **keystone changes** that an executive can focus on to yield an exponential improvement in personal and business results.

An executive’s identified “keystone” character changes can be simple or complex. The genius of the New Foundation process is that changing these pivotal elements of character – which at the core are simply behavioural habits – always results in numerous ancillary benefits that also improve that executive’s influence and character reputation.

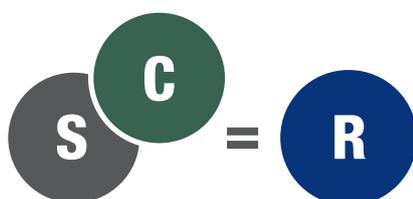
Working with our experienced coaches, each executive creates a development plan detailing critical changes that will have **the most impact** on personal leadership effectiveness and organisational success. Over the next six to twelve months, KRW teams up with the executive to follow the development plan and to provide advice, feedback, and creative resources that **elevate leadership effectiveness**.

## A QUICK MATH REFRESHER

If X and Y are both positive whole numbers – such as 5 and 2 – which equation will yield the highest result?

Addition ( $X + Y$ )? Multiplication ( $X * Y$ )? Or  $X^Y$  (that is, X raised to the power of Y)? The numerical results are 7, 10, and 25 – so, of course, the exponential equation yields a higher result than simply adding or multiplying.

**The same is true with the power of character to improve organisational results.** In our Return on Character equation, Skills (what a leader *does*, represented by “S”) and Character (who a leader *is*, represented by “C”) are the variables that determine the leader’s *impact on results* (represented by “R”):



So character is not just a useful feature to *add on* to an existing skill set. Character does not just *multiply* the value of a given skill set. Instead, whatever skills an executive has built up, character has the power to *magnify them exponentially* to leverage superior results.

### BUT IS IT WORTH IT?

We’ve been working with senior executives in the New Foundations Executive Development Programme in many countries for more than 25 years. Almost all our clients have been pleased:

**98%** report a positive change in their overall leadership effectiveness

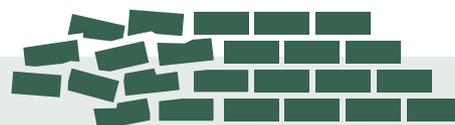
**96%** would recommend us to others – or have already

**94%** report a positive return on their investment in the New Foundations Programme

### WHY IS THIS PROGRAMME CALLED “NEW FOUNDATIONS”?

In the 11th century, the Normans erected the mighty York Minster Cathedral right on top of a Roman fortress’s 1,000-year-old foundation. About 50 years ago, engineers evaluating the stressed structure decided to augment the existing foundation with a modern one to strengthen this magnificent English edifice. It took five years to dig through the centuries-old layers and shore up the foundation. But now it’s solid for centuries to come.

In much the same way, every senior executive’s career is based on a lifetime of family, educational, and work experiences. Executives who participate in the New Foundations Programme can build on their capabilities by taking a fresh look at the beliefs and experiences that form the often-subconscious foundation of their lives.



### ARE YOU READY TO RENEW YOUR FOUNDATION?

This flyer presents only a high-level overview. Contact KRW International at [info@krw-intl.com](mailto:info@krw-intl.com) or **+1-612-338-3020** (US Central Time) to discuss the New Foundations Executive Development Programme in more detail. With consultants in six cities in North America and four in Western Europe, we have the resources to help you and your firm realise – and monetise – the practical benefits of building and displaying strong skills and executive character. We can help change habits that result in a stronger character reputation – and help both you and your company perform at new levels based on a stronger foundation.