



WORKSHOP: EXPLORING THE RETURN ON CHARACTER®

Asking senior leaders to evaluate their own character reputations often results in a paradox: Those with strong character often exhibit humility as one of their strengths. So, not surprisingly, they often *underrate* their own reputation for character.

Conversely, self-focused executives tend to *overrate* their own character – and at the low end of the scale, the gap between their perception and their actual character reputation can be significant.

Nearly 7 in 10 senior leaders lack self-awareness in character reputation. So how can you even start a conversation about the importance of character in overall business success?

- + ~5x GREATER RETURN ON ASSETS
- + 26% HIGHER WORKFORCE ENGAGEMENT
- + LOWER CORPORATE RISK

The Return on Character® model lays out a strong, positive connection between executive character and corporate performance as measured by return on assets (ROA). And, wherever senior executives fall on a scale of weak to strong character reputation, they understand the benefits of increasing corporate ROA.

But just what is “character”? Isn’t it a fixed part of personality? Can you really measure it objectively? What if your leaders are already firmly convinced of their own positive character?

That’s where this workshop can help: In one three-hour session, we will make a clear business case for character. The same KRW “scholar-consultants” who developed the multi-rater, 360-degree performance review years ago have published a seven-year study that illustrates how elevating corporate character can improve financial performance. We can help you apply their findings to your firm.

RETURN ON CHARACTER WORKSHOP PARTICIPANTS WILL:

- + Learn the measurable impact executive character has on company culture and financial results
- + Unpack case studies to explore their implications for character and leadership
- + Discover frameworks to assess their own personal character reputation (*team and individual*)
- + Explore Elevation Plans to see just how to develop new character habits (*team and individual*)

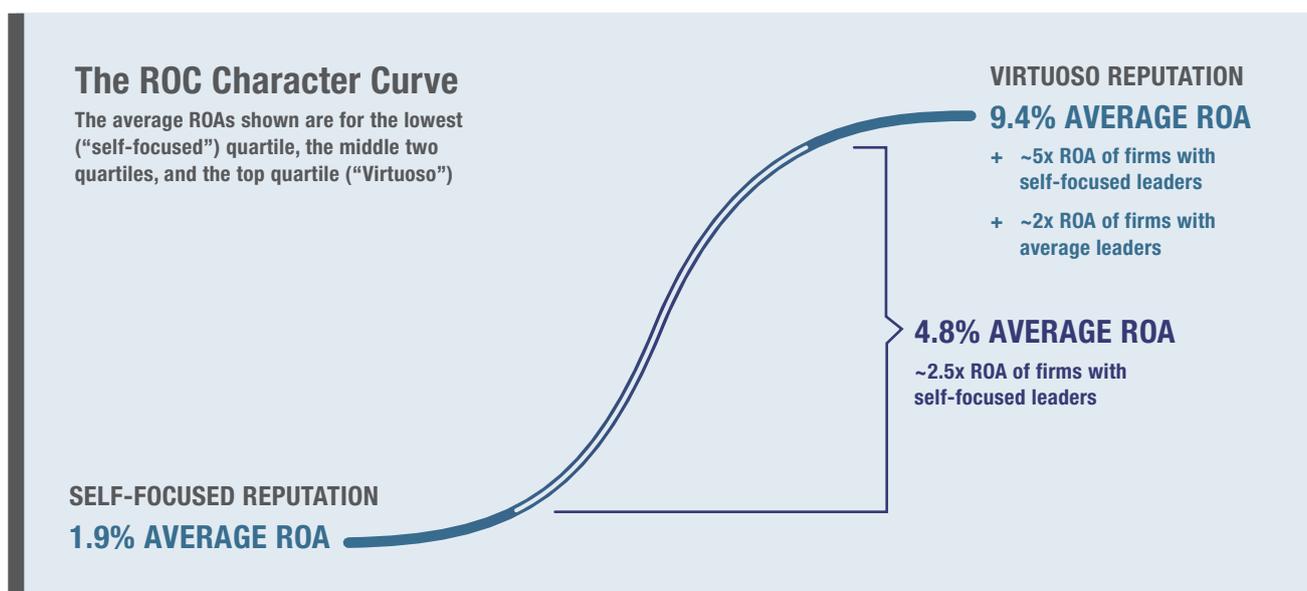
The workshop involves some pre-work to assess individual character and post-work on individual Elevation Plans.

WHAT'S IN THIS FOR YOUR FIRM?

Return on Character lives at the intersection of social science and rigorous statistical analysis. Firms whose strategic leaders have a strong character reputation (in the top quartile) significantly outperformed firms with self-focused leadership (in the bottom quartile).

Your competitors face the same macroeconomic factors that your firm does. Many of them have similar or identical business models. Character-based factors can explain 10% to 30% of the difference in financial performance between similar firms. Character could be the zone where your firm establishes a sustainable competitive advantage. And strengthening senior leaders' head-heart connection can actually strengthen your bottom line.

**CREATING A CULTURE
BASED ON CHARACTER
CAN ALSO BOOST
RETURN ON ASSETS –
IN OTHER WORDS,
FIRMS THAT DO GOOD
CAN ALSO DO WELL.**



As with many distributions, the character of executives tested had a "high-end" tail ("Virtuosos") representing those who almost always exhibited high character and a "low-end" tail ("Self-Focused") representing those who exhibited high character only slightly more than half of the time. The good news is that, wherever your firm falls on this continuum, you can raise its ROA by elevating senior management's character reputation.

WHAT NEXT?

Contact KRW International at info@krw-intl.com or **+1-612-338-3020** (US Central Time) to set up your Return on Character workshop. With consultants in six cities in North America and four in Western Europe, we have the resources to help your firm realise – and monetise – the practical benefits of building and displaying strong executive character.

Don't be discouraged if you think senior management will resist considering this workshop because they presume all is well on the executive character front. Remember, the vast majority of senior leaders are simply unaware of their character reputation. We can help you – and them – see just what their reputation for character is. Then we can consider ways to move the needle on executive reputation and boost your company's Return on Character.