

# Return on Character® Executive Coaching

## OVERVIEW

Who you are as a leader has more influence on the impact you have than the sum total of the hard skills you bring to the table. With Return on Character® at its core, this program offers senior leaders a unique opportunity to cut through the noise by focusing on a keystone Character habit rather than a long to-do list when elevating their leadership.

Going beyond traditional coaching that emphasizes skills, we help leaders identify the Character habits that impact skills for creating better engagement, execution, and business results.

## WHAT YOU LEARN

**Who You Are As a Leader:** The essential habits of Leadership Character that drive the most value in business: Integrity, Responsibility, Forgiveness, and Compassion.

**What You Do As a Leader:** The leadership skills that have higher impact on maintaining sustained positive business results: Vision, Accountability, Decision Making, Communication, Collaboration, and Team Leadership.

**Your Impact As a Leader:** Five key behaviors that are indicative of your impact and lead to high workforce engagement.

**Your Predictive Possibilities:** The one or two behaviors you can focus on from the assessment data that will have the greatest impact on improving your performance.

## WE LEVERAGE KEYSTONES TO GET YOU WHERE YOU WANT TO BE, FASTER.

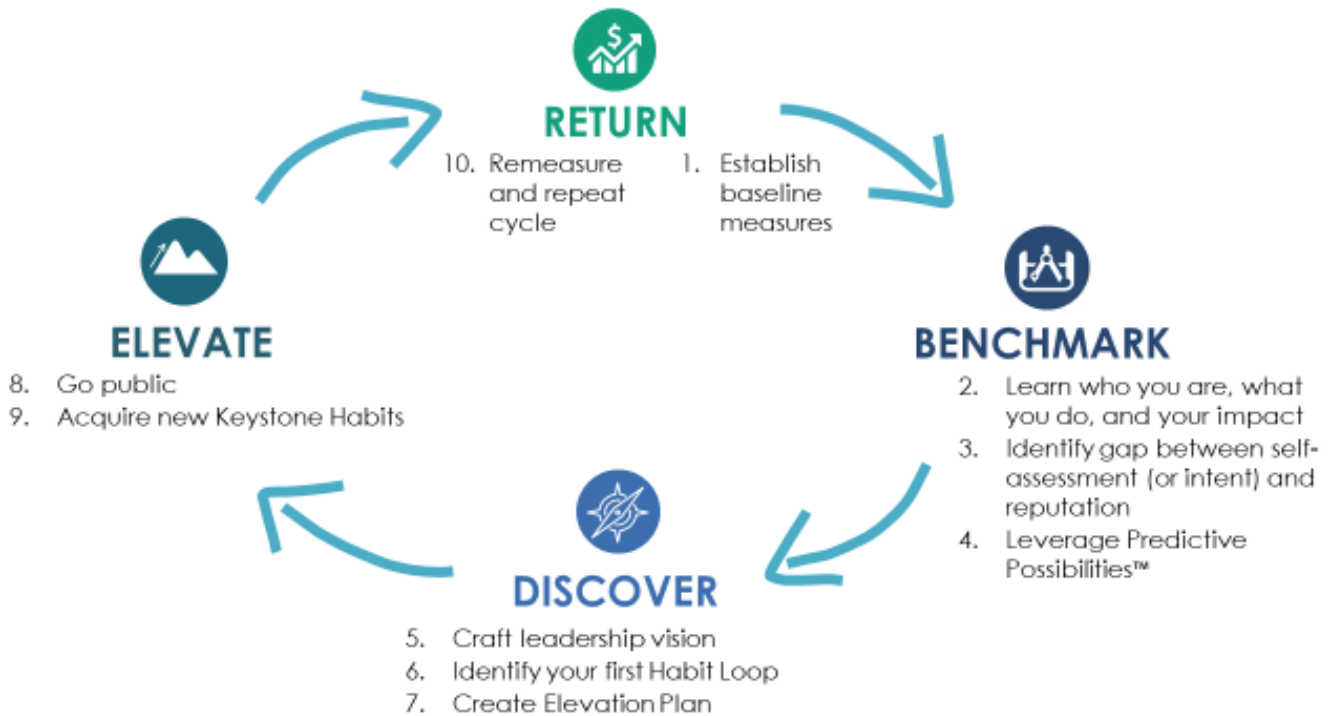
KRW's predictive analytics leverages the principle from neuroscience that sometimes a habit can spark a chain reaction of other good habits and behaviors that bring indirect benefits beyond the expected ones. This more powerful habit is known as a **Keystone Habit**.

Our **Predictive Possibilities™ tool** identifies the one behavior from the assessment data that will not only have the greatest impact on improving performance but also bring other desirable benefits along for the ride—meaning as you improve one habit, other habits and skills will improve at the same time with very little extra effort.



## KEY PROGRAM ELEMENTS

Over a period of approximately 6-12 months, coaches lead clients through four phases of growth toward Virtuoso leadership—starting and ending with the business impact, as defined during the Return phase.



**“This year, we are really very, very good in delivering a huge amount of things and initiatives that helped the bottom line greatly, and I mean a multimillion-dollar impact on the business...My organization is much more confident and comfortable and the partnership between finance and my organization is so much better, and I attribute that to a better leadership style.”**

- Managing Director, PhD,  
Fortune 100 Financial  
Services Company

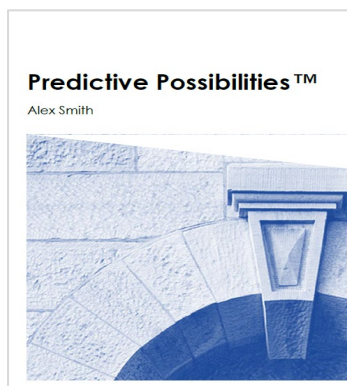
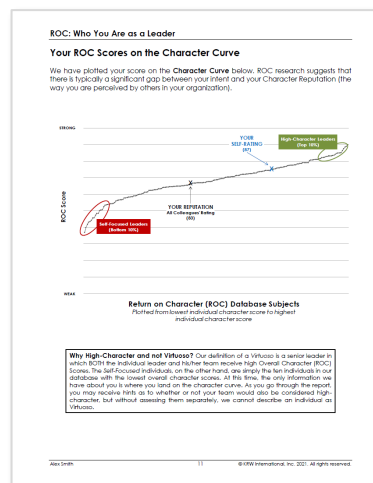
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## HOW IT WORKS

Leaders invite feedback from relevant stakeholders: managers, peers, direct reports, internal clients, etc., and receive their data in a personalized Insight Session with a certified ROC coach.

All results are **benchmarked against our global database of** leaders from a broad range of profit and not-for-profit sectors, helping leaders learn how they compare to others and gain clarity about the potential gap between their intent (self-ratings) and their reputation (colleagues' ratings).

Leaders receive their **Predictive Possibilities™** report, and in consultation with their coach identify their Keystone Habit so they can focus on one thing that will have the greatest impact.



**Predictive Possibilities™**

When getting feedback, we often equate the lowest score with the change we most need to make. This is not always the case. Our data suggests that sometimes the behavior that has the most impact—the one that is most correlated with many other behaviors—is not always your lowest score.

Below are your seven lowest Character scores. We focus on Character because our research shows that who a person is (Character) within an organization is more powerful than what they know how to do.

Using the comparative data in the KRW ROC database, we have identified which of these low-scoring behaviors will more likely have the strongest impact—what we call as your **Most Influential** behavior. This behavior is shaded and bolded on the list below. The following page shows you the impact of your **Most Influential** behavior as well as a second option that you may want to consider.

**YOUR 7 LOWEST CHARACTER SCORES**

Behavior	Your Score
When someone makes a mistake or is failing at a task, even if the person was well-intentioned and has learned from the mistake, Alex will not forget about it or let it go. (he will hold a "grudge" or hold the mistake against the person for the long term.) (FORGIVENESS)	64
Alex acts as if he believes that when things go wrong, it is because someone else has failed or made a mistake. (RESPONSIBILITY)	66
Alex has a long memory for mistakes: he does not move on, even after a person has demonstrated that Alex has learned from the mistake. (FORGIVENESS)	68
Alex acts as if he believes that being compassionate is not appropriate in the workplace. (COMPASSION)	70
Alex anticipates and removes potential barriers or obstacles that prevent his people from accomplishing important organizational goals. (RESPONSIBILITY)	71
Alex pays attention to the development needs of his people. (COMPASSION)	72
Alex forgives and forgets (and moves on) when a well-intentioned person has made a serious mistake. (FORGIVENESS)	78

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## WHY IT'S DIFFERENT FROM OTHER 360s

We leverage keystones to get you where you want to be, faster.

KRW's predictive analytics leverages the principle from neuroscience that sometimes a habit can spark a chain reaction of other good habits and behaviors that bring indirect benefits beyond the expected ones. This more powerful habit is known as a **Keystone Habit**.

Our **Predictive Possibilities** tool identifies the one or two most powerful behaviors from the assessment data that will not only have the greatest impact on improving performance but also bring other desirable benefits along for the ride—meaning as you improve one habit, other habits and skills will improve at the same time with very little extra effort.



## BENEFITS AND VALUE

- Gain a competitive advantage by going beyond traditional business skills
- Maximize your impact at both the individual and organizational level
- Better understand who you are and your impact on others through humanized data
- Receive quantitative feedback benchmarked against our global database
- Align your leadership behavior with who you want to be
- Identify what unconscious habits might be undermining your leadership that won't show up on other assessments or in reviews
- Delve deeper than other 360s with detailed qualitative feedback

**“The data not only pointed me in the direction of the refinement that I needed to make, but gave me a good understanding of my strengths and how to really leverage them consciously and subconsciously . . . It's superior to anything I've been involved with.”**

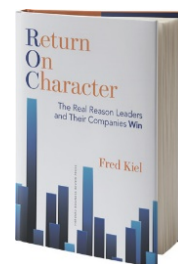
## CERTIFICATION

The Return on Character® Assessment is designed for use only by coaches trained and certified by KRW International. A network of certified coaches is available in six countries across North America and Western Europe.

## ABOUT US

KRW International is a global consulting firm dedicated to improving the performance of leaders and their organizations by helping them leverage their most powerful skillset—Character. KRW's evidence-based methodologies are grounded in character science and a long history of executive development. The origins of our consulting practice date back to the late 1970s, when KRW's founders pioneered deep-dive verbatim 360s for senior executive development processes.

Our seven-year landmark study Return on Character® (**Harvard Business Review Press**) reveals a unique, measurable, and consistent relationship between senior team Character and an organization's ability to execute its business strategy.



## WHAT'S NEXT?

With senior certified consultants in North America and Western Europe, we have the global resources to help your firm realize—and monetize—the practical benefits of building and displaying high Character leadership. Contact us at [info@krw-intl.com](mailto:info@krw-intl.com) for more information.

**KRW International is the only coaching organization with predictive analytics that show executives how to transform behaviors to increase the bottom line for your organization.**

**What our clients have to say about working with us:**



***This is the first time in my career that I have such detailed feedback from people with the science behind it.***

Quantitative measures—our business is having a record year and I've also been penciled in for more investment because of our success and growth prospects.

My own survey results and some of the research around how these leadership traits actually drive business performance was the most valuable part of the process for me.

[Based on my Predictive Possibilities report], I am working on my Keystone Habit by dedicating more time to people on my team and thinking more about their growth curve. I don't think I thought about it that much in the past. Early indicators are that my team is receptive to more responsibility.

Because my team is taking ownership, I spend a lot more time thinking about the business and strategic direction and ensuring that the vision we set is clearly articulated and remains current.

