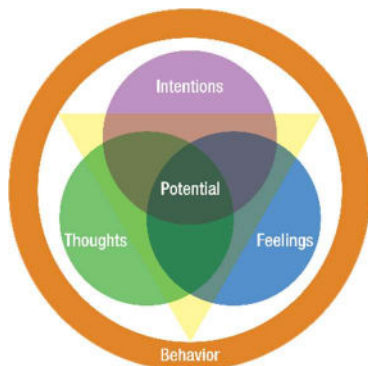


## Character Intelligence Model©

### Why Character?

I am grateful for the decades of working as a leader, and with leaders in the workplace. After interactions with people in many industries, it became clear that success lies in two areas; the culture of the organization and the character of the leaders. Leaders are required to navigate complex situations with solid communication skills, make ethical decisions, and inspire their teams to achieve common goals.

This realization led to research and writing in this area. Dr. Carina Fiedeldej-Van Dijk, a researcher in emotional intelligence was retained to co-develop this model, which has been foundational in my books and a tool of my work as a coach and corporate trainer.



### Explanation of the Character Intelligence Model©

For years, I was training leaders in behaviours, and I realized that behaviour on the outside would only be successful if there is true buy-in on the inside. That the person believes it is the right thing to do and has the tools to make it happen. There are tools for all the elements in the model, and what you see here is an overview.

- Behaviour is skills, words and actions. What the person says and does, and how they do it. It is what is observable by others.
- Their intentions. Their beliefs, principles, values and goals.
- Their thoughts and feelings influence how they behave and must be managed for alignment between intention and behaviour.

### The Importance of Character Intelligence in Leadership

Leaders who possess strong Character Intelligence© are often seen as trustworthy and reliable. Character Intelligence© is not a fixed trait but a combination of various behaviour patterns that can be developed and strengthened over time. It involves qualities such as respect, integrity, compassion, courage, and accountability.

They create a positive work environment where employees feel valued and respected. This, in turn, leads to higher levels of employee engagement, productivity, and innovation.

### **Applying Character Intelligence in the Workplace**

Character Intelligence can be applied in various ways to enhance performance and well-being in the workplace. For instance, leaders can build trust through transparent communication, demonstrate respect by acknowledging the contributions of their team members, and show accountability by taking responsibility for their actions. Additionally, fostering a culture of empathy and understanding can lead to better collaboration and conflict resolution.

### **Developing Character Intelligence**

It is possible to develop Character Intelligence, as it is possible to develop new skills. I am very grateful that my books and work has received positive feedback. The books are found on the website at <https://centreforcharacterleadership.com/books/>

### **Conclusion**

Character Intelligence is a vital component of effective leadership and organizational success. By understanding and applying good character behaviour, leaders can create a positive work environment, build strong relationships, and drive performance. Investing in the development of Character Intelligence not only benefits individual leaders but also contributes to the overall success of the organization.

<sup>1</sup> <https://www.regent.edu/journal/international-journal-of-leadership-studies/leading-with-integrity/>

### **About Kathleen Redmond**

Kathleen Redmond, MA, MCC, has over thirty years experience facilitating and coaching leaders in many sectors, across North America. She has written five books on workplace character, leadership, communication and engagement. For over a decade, Kathleen taught, as an Adjunct Professor, in the MA (Leadership) Program at the University of Guelph, Gordon S. Lang School of Business and Economics.



Please see our website, [www.centreforcharacterleadership.com](http://www.centreforcharacterleadership.com) for more information on our learning and coaching programs. Any questions can be addressed directly to Kathleen at [kr@centreforcharacterleadership.com](mailto:kr@centreforcharacterleadership.com).

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