

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 character values (authentic decency) and competence behaviours (foundational team effectiveness skills) that are essential ingredients of trust.**

The 5 Pillars: support organizational effectiveness					
	Create Clarity	Commit to Accountability	Coach for Performance	Cultivate Collegiality	Collaborate for Results
Guiding Principles	Everyone knows and understands 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.
Sample Leadership behaviours	<p>Leaders:</p> <ul style="list-style-type: none"> • Clarify organizational purpose, significance and impact • Establish performance expectations • Link assignments to organizational purpose • Provide concrete organizational information on goals, productivity, progress and results • Model and promote the Character Values • Are transparent and consistent in decision making • Incorporate values into human resource systems 	<p>Leaders:</p> <ul style="list-style-type: none"> • Hold themselves and others accountable for goals, progress and results • Assess staff performance in relation to organizational goals, progress and results • Assess staff behaviour in relation to the Character Culture Framework • Provide appropriate tools, resources • Foster and support autonomy where appropriate • Are responsible to one another about commitments and behaviours 	<p>Leaders:</p> <ul style="list-style-type: none"> • Engage in, encourage and promote open and honest feedback in all directions • Hold regular one-on-one meetings with leader, peers and direct reports • Coach on performance by inquiring about intentions, thoughts and feelings which manifest in behaviour • Acknowledge and celebrate progress and results • Provide ongoing developmental opportunities 	<p>Leaders:</p> <ul style="list-style-type: none"> • Establish and maintain a trusting workplace climate that promotes engagement, inclusion, caring and a sense of belonging • Create awareness of the significance of body language and tone of voice in communication • Clarify that technology (email, texts, voice mail etc.) is used in a careful manner. Face to face conversations are required if there is a sensitive issue 	<p>Leaders:</p> <ul style="list-style-type: none"> • (Senior Leaders) support the “first team – the senior leadership team,” as fully as their departmental teams • Compromise on departmental agendas for the benefit of the organization • Provide the structure and conditions to promote working together in cross-functional teams • Create a simple, open to all staff, system for encouraging and harvesting innovative ideas
Sample behaviours for everyone (including leaders)	<p>Everyone:</p> <ul style="list-style-type: none"> • Supports the five pillars • Models/practices Character Values • Requests input/information when needed • Understands what is expected 	<p>Everyone:</p> <ul style="list-style-type: none"> • Assesses impact of their words and actions on others and on organizational goals, progress and results • Self-manages by identifying intentions, thoughts and feelings which manifest in behaviour • Is open to and strives for continuous improvement 	<p>Everyone:</p> <ul style="list-style-type: none"> • Offers feedback according to the agreed upon workplace protocols • Communicates to leader and/or appropriate parties any opportunities to improve the organization • Helps others to build their capacity to problem solve in challenging situations 	<p>Everyone:</p> <ul style="list-style-type: none"> • Speaks up when there are opportunities for, and barriers to, collegiality and engagement • Develops successful working relationships with all parties by adapting the Character Values • Respects and supports diversity 	<p>Everyone:</p> <ul style="list-style-type: none"> • Contributes to the success of the organization by taking the initiative in developing collaborative relationships with all parties, including the greater community • Offers innovative suggestions for improving the organization using the system for harvesting innovative ideas

The 4 Character Values: clarify how people behave in a Character Culture to develop and sustain high trust

Respect	Integrity	Compassion	Courage
<i>Respectful behaviour is civil, dignified, positive and inclusive.</i>	<i>Behaving with integrity means being honest, responsible, fair, and consistent.</i>	<i>Being compassionate means listening actively, showing empathy, and being caring towards others.</i>	<i>Being courageous means speaking up, hearing feedback, taking initiative, and optimistically persevering.</i>
I practice good etiquette by saying hello, goodbye, please, and thank you	I keep promises and commitments	I listen actively and openly in order to fully hear and understand what is being communicated	I state my perspective/opinion when it seems helpful and/or is requested
I am punctual and let others know if and why I will be late	I tell the truth and speak from my "I" to take responsibility for words and actions	I check for understanding to help ensure that I understand what others are saying and feeling	I engage in courageous conversations when appropriate and refrain from gossip
I ask people for time rather than interrupting	I ask rather than speculate on motives, thoughts, and feelings of others	I show empathy by putting myself in the other person's shoes	I listen to feedback offered to me and discuss how to modify/adjust my approach if this is needed
I ensure others have ample opportunity to speak in conversations and meetings	I take responsibility for, and learn from, my mistakes	I reflect the message and emotion (acknowledgement) in challenging or significant conversations	I reflect on how to improve my performance
I am committed to the success of others, including offering developmental feedback	I strive for a win-win in all circumstances	I offer positive feedback in a generous, timely, specific manner	I am clear in my response whether the answer is "yes" or "no"
I speak positively about my organization and colleagues	I speak directly to the person when there is a problem	I offer developmental feedback in a constructive, open, inquiring manner that leads to a solution	I am authentic by considering my intentions, thoughts, and feelings and ensuring alignment with my behaviour
I celebrate the progress and success of others	I protect the privacy of others	I separate the person from the issue when offering feedback	I am always assessing how to do things better and more effectively
I use inclusive and thoughtful language and approaches with others	I explain the rationale for decisions and requests where possible	I ask rather than tell	I go the extra mile to get the job done
I value and learn from the differences between us	I am aware of my moods and adjust them to be collegial, collaborative, and constructive	I describe my own experiences as a way of providing support rather than offering advice	I seek solutions to setbacks and obstacles
I involve others in decision making, discussions, and events where appropriate	I contribute to our community and society	I am considerate and kind	I do what is right versus popular