



The Center for
**Character
Ethics**®

UncommonSense® **FRAMEWORK**

FOR LEADERSHIP CHARACTER ETHICS

***UncommonSense*[®] is a framework of ethical characteristics – or “character ethics”- that support effective leadership and positive, flourishing relationships.**

We call them character ethics because they focus on character, not on compliance to a set of rules. Character ethics are self-evident truths that when acted on consistently, produce conscionable behaviors, such as: compassionate acts, honest answers and just decisions.

A growing body of research and literature confirms that the most effective organizational leaders demonstrate “Transformation at the Top.” By this we mean that they strive, by example, to model high character consistently and humbly...although not perfectly. As a result, these leaders, over time, build pervasive cultures of trust and resulting greatness in their organizations. *UncommonSense* principles guide this change by defining and thus making more simple the transfer of high character behaviors and expectations.

Sadly this framework is “uncommon” because defined, transferable character-building tools (and the resulting culture-shaping decisions and conversations they inspire) have been neglected by our K-16 educational and management development institutions. Fortunately, despite this neglect, character-based leadership makes “sense” because it affirms conscionable qualities such as honesty and integrity. Managers and leaders of conscience will find these common sense tools of great value as they seek to create and inspire their teams to be more productive, innovative, problem-solving and collaborative. Consistent, conscionable behavior is the only thing that creates interpersonal trust, sustainable relationships and truly ethical enterprises.

The 20 character ethics of the BBB's *UncommonSense*[®] are divided into 4 leadership descriptors:

- **Principled & Genuine**
- **Values Others**
- **Seeks Results**
- **Displays Growth**

The framework is most effective when studied with others and when used with the separate *UncommonSense* self-administered personal assessment, available at www.centerforcharacterethics.org.

Persevering as a character-builder is the only thing that is truly 100% within every leader's personal control. This means there is hope for personal change today that is not dependent on change in others or in our circumstances. Our conscience drives our convictions; these convictions drive our conduct, regardless of our past, our current circumstances or even cultures or settings that are non-supportive, cynical or hostile.

PRINCIPLED AND GENUINE

1. SEEKING WISDOM:

High character people seek something greater than intelligence or knowledge (knowing information); they seek wisdom (knowing what is right and true). Wisdom requires us to reflect, to contemplate, and to use our conscience before acting. Wisdom requires humility. You must be teachable. If you are to put these things into practice, you must be willing to take a look at what you thought you knew about yourself and the ideas you hold. (Observable virtues: principled, prudent, contemplative and humble).

Typical examples include:

- People seek to be intellectually honest rather than politically correct.
- People seek to know what is right and true in any situation.
- People desire to be wise, not crafty, clever, or manipulative.
- People verify information rather than accept hearsay or gossip.

2. TRUSTWORTHINESS:

High character people are true to their beliefs. They strive to be what they say they are and their behavior matches their beliefs. They actively self-reflect, and know who they are and what they stand for. Their actions are consistent with their beliefs, and they strive to do “what is right or wise” rather than “what might work or be popular.” They overcome pressures to act in a way that would render them hypocrites. They seek wisdom first, and then consistently apply it to themselves and as a result can be trusted within their organizations, marriages, families, fellowships, friendships, teams, etc. (Observable virtues: genuine, reflective, self-aware and single-minded).

Typical examples include:

- People hold to their convictions even when there is great pressure to do otherwise.
- People behave consistently regardless of the setting or the audience.
- Because of consistency, people know what to expect of others, especially leaders.

3. INTEGRITY:

High character people do what they say they will do.

In addition to acting consistently with their beliefs, people with integrity do what they say they will do even when it is inconvenient or difficult. If they are unable to keep their commitments they inform those affected and take corrective action. They are candid in supplying relevant information. They do not interpret agreements in any unreasonably technical or legalistic manner in order to rationalize non-compliance or to justify escaping their promises. They resist manipulation and avoid practicing it. (Observable virtues: reliable, consistent, predictable and orderly).

Typical examples include:

- People seek to do the right thing in all situations.
- People do not take the easy way out of assignments; they make every effort to accomplish the task.
- When promises cannot be kept, those affected are informed in advance and corrective actions are taken.
- If they say it will be done, you can count on it.

4. HONESTY:

High character people speak the truth with compassion.

Honest people speak up, present their facts with thoughtful accuracy, and do so with compassion. They do not avoid communicating critical or disappointing news, but present it accurately and with genuine care for the recipient. They are clear in their communications to minimize misunderstandings. They do not deliberately mislead or deceive others by misrepresentations, overstatements, partial truths, selective omissions or other intentional, negligent or sloppy means. They take responsibility and don't shift blame. To avoid confusing others, honest people break habits of sarcasm and cynicism. To avoid angering others they avoid sanctimonious and condescending tones. (Observable virtues: discrete, discerning and precise).

Typical examples include:

- People are not prone to exaggerate to make a point or make excuses for missing targets.
- Their work, words and representations are accurate.
- People do not lie or mislead by leaving false impressions or selectively communicating.
- People do not give insincere praise, or praise face to face while criticizing behind the back of an individual.
- People make every effort to be accurate in their communications and admit when they are wrong.
- People honor what has been shared in confidence.

5. RESPECT:

High character people treat others as they would want to be treated. Respectful people take the “Golden Rule” to heart. They understand that although every person is capable of both honorable and dishonorable conduct, the intrinsic worth of others is equal to their own worth. This conviction makes valuing diverse roles, giftedness, skills, style, personality, race, religion, and genders logical and compelling. Respect leads diverse people to value the dignity of others while having the liberty to disagree with their opinions. (Observable virtues: inclusive, engaging and honoring).

Typical examples include:

- People treat all others with dignity; there is an absence of prejudice or personal favorites.
- People make others feel important through eye contact and listening for both meaning and understanding.
- People advocate for a strong point of view without crushing another’s innate dignity.
- People encourage others to participate and give time to develop knowledge and skill.
- People do not spread rumors/gossip about others.

6. COMPASSION FOR OTHERS:

High character people extend unmerited kindness to others. Compassionate people are moved by their conscience, rather than their emotions alone, to be genuinely benevolent and giving. They not only respect others but they are compelled to understand and selflessly help them. They abhor meanness, cruelty and neglect. They treat kindly even the “hard-to-love”, with true sincerity. (Observable virtues: kind, gentle, patient, encouraging, benevolent and generous).

Typical examples include:

- People are willing to give of their own time to help a colleague.
- People treat all others kindly and with care, regardless of their position in the organizational hierarchy.
- People make an effort to respect and accommodate the personal needs of individuals in the organization.

7. FORGIVENESS:

High character people understand they are far from perfect, and seek with humility to extend to and receive unmerited acceptance from others. Forgiving people know that everyone including themselves at some point will act unwisely or violate principles. They thus forgive others and genuinely seek forgiveness to reconcile or restore their relationships that were damaged by their actions. Seeking forgiveness requires a confession of error by the offender. Rendering forgiveness is an act of understanding, even if undeserved, by the offended. High character people are thankful when forgiven and are motivated to forgive inevitable offenses against them. (Observable virtues: patient, grateful and merciful).

Typical examples include:

- People go directly to a person that they have hurt, take responsibility for the offense and ask to be forgiven.
- Admitting an offense or error is considered strength of character, not a weakness.
- People do not harbor ill feelings or hold grudges; there is an absence of “back biting” and seeking revenge.
- When inadvertently and inevitably offended, people tend to be patient.

8. UNITY:

High character people strive to build relationships that foster harmony and collaboration among others who share a common promise, mission or purpose. Ethical leaders seek unity of purpose in their teams so that they may work together effectively. Shared character ethics and agreement on goals among otherwise richly diverse people creates unity, thus the high character leader deliberately and persistently encourages team commitment to mission and goals. (Observable virtues: reconciler, integrator and collaborator).

Typical examples include:

- People are committed to, and work toward, a common mission.
- People truly care about the success of a unit, a team or organization, not their own glory.
- Inevitable disagreements usually lead to better solutions and deeper commitment.
- As a rule, the ethic of unity supports teamwork and harmony exists across groups or departments.
- People are committed to an identified and common set of character ethics.

9. LEARNING & MENTORING:

High character people are lifelong learners and teachers. People committed to learning and mentoring actively seek to learn more and share that knowledge with others. They desire to learn more about themselves, become a better person, and to help others do likewise. They nurture teaching relationships in order to maximize the character and competency of others; they are mentors. Mentors endeavor to invest their lives in others in order to help them help others to attain their greatest potential. (Observable virtues: curious, creative, teachable, inspirational).

Typical examples include:

- People are very good coaches and teachers, not just bosses.
- Each junior member of the team is coached by a peer, as a mentor.
- People are encouraged and recognized for trying new techniques or methods aimed at improving performance.
- Growth in knowledge and skill is recognized.
- Training is available and encouraged for everyone

10. SERVING-LEADERSHIP:

High character leaders put the success of others and the group above themselves. Serving-Leaders model and mentor high character conduct and produce an inspiring environment in which members grow and flourish. They are not driven by power or personal glory but rather concern for the betterment of all individuals, the group and society as a whole. (Observable virtues: selfless, optimistic, future-oriented, visionary).

Typical examples include:

- Leaders make every effort to give their team what is needed to accomplish their tasks.
- Leaders teach and train their team and are available for consultation.
- Leaders establish work methods and procedures that allow the team to succeed, not fail.
- Leaders do not ask people to do what they would not do.
- Leaders lead by example and modeling the character they desire in others.

11. HONORING AUTHORITY:

High character people respect boundaries for behavior. They help shape and then abide by the legitimate regulations and boundaries established by legitimate authorities and strive to live within those boundaries for the betterment of all. They understand that laws and rules apply to them, not just others. They expect the same of those around them; when others violate laws, rules or ethics, they take wise action to justly hold them accountable. (Observable virtues: dutiful, law-abiding, civil).

Typical examples include:

- People make every effort to follow the directives of their supervisors.
- People operate within the boundaries of the policies and procedures.
- People honor the office even if they do not care for the office-holder.

SEEKS RESULTS

12. JUSTICE:

High character people uphold truth, expose error and correct wrongs. Just people are diligent in weighing evidence and seeking out the truth. They analyze and evaluate individuals and information. They protect the innocent, but hold the guilty accountable. They strive not to be harsh, exasperating or manipulative. Just people try to objectively determine what outcome, however difficult or painful, is right. (Observable virtues: impartial, unbiased, diligent, decisive).

Typical examples include:

- Decisions affecting people are not hasty; facts are gathered and thoroughly considered.
- Good behavior is rewarded as often as wrong behavior is confronted.
- People do not play favorites; all operate by the same rules and have the same opportunity.
- People do not intentionally use harsh or manipulative means to gain advantage.
- When a wrong is committed, regardless of the outcome, the offender(s) is confronted with the wrong.

13. COURAGE:

High character people consistently and persistently act on their strong convictions. They demonstrate strength to take risks, persevere, through danger, fear, accusations, or difficulty. Courageous people are not intimidated by or over-wrought with concern for the opinions of others. They do not give up; they consider alternatives and aggressively pursue actions to produce desired outcomes while making every effort to preserve unity and trust. They do not resist change but rather lead into new directions, focused upon the end goal. (Observable virtues: tenacious, determined, unwavering, strategic, resilient, grit).

Typical examples include:

- People are willing to take risks in performing new functions or activities.
- There is a positive atmosphere supporting entrepreneurship, experimentation and innovation.
- There is an absence of the attitude, “this is the way we have always done it.”
- People stick to a task; they see work through to completion regardless of obstacles.
- Individuals share their thoughts and ideas openly without fear, even in the presence of leaders.
- Failures lead to new ideas with renewed energy, not devastation or an attitude of “giving up.”

14. ACCOUNTABILITY:

High character people scrutinize themselves and welcome the scrutiny of others. They adopt a transparent style that invites inspection, and do not isolate themselves or their actions from others which is essential to forming transparent, collaborative environments. They place themselves in relationships that motivate self-examination and encourage constructive critique from others, particularly those they serve. (Observable virtues: open, up-front, self-disclosing, transparent).

Typical examples include:

- People do not hide their actions; they operate in the open.
- People encourage peers and others to give them feedback regarding their behavior and communications.
- Job performance is routinely discussed with peers and bosses.
- Peers tell each other the difficult truth.
- Peers sense a commitment to each other more than competition with each other.

15. STEWARDSHIP:

High character people live as if they will eventually reap what they sow. They actively identify with the role of trustee or steward rather than owner. They perceive their function as a resource or role “caretaker” for a limited time. As a result they regard positions and possessions as conferred in temporary trust. Therefore, they care for their respective positions and possessions diligently and seek to add value to every role and every resource to which they have been entrusted. (Observable virtues: careful, ordered, generous, shrewd, watchful).

Typical examples include:

- People are frugal; they are diligent in protecting organizational resources.
- People make every effort to add value to teams, projects and the organization, not just put in their time.
- Expenses are viewed or considered carefully as investments (what’s the return).
- Eliminating waste and guarding financial health are habits, part of the culture.

16. SEEKING COUNSEL:

High character people seek wise counsel particularly when confronted with ethically ambiguous issues. Because they are guided by their tireless pursuit of truth, they regularly seek the wisdom of others of high character. After they weigh this advice, they act. The goal of this process is wise actions (what is right) rather than popular action (what would make one appear good) or solely pragmatic action (what might appear to work). The result of a decision made with wise counsel is a clear conscience and the fruit of a clear conscience is contentment. (Observable virtues: thoughtful, curious, discerning).

Typical examples include:

- People naturally seek input or ideas from leaders, peers, and subordinates regarding their analyses or plans.
- People who seek input or feedback are not considered weak or incompetent.
- Leaders easily admit that they do not have all of the answers.
- People are more concerned about reaching the best decision than they are about who gets the credit.
- Feedback is valued and routinely sought.

17. RESPONSIBILITY:

High character people fulfill their personal responsibilities as good citizens. Responsible people exercise restraint and self-control so that the need for public controls is minimized. They understand the obligations of good citizenship and strive to communicate and live by high character ethics. They intentionally call others to do so to preserve liberty for everyone. (Observable virtues: self-governing, self-controlled, self-disciplined).

Typical examples include:

- People take responsibility for their role/function and do not wait to be told what needs to be done.
- Few rules and regulations are needed in order for people to work effectively.
- People focus on working smart and achieving their objectives, not on how much time is spent.
- People exercise self-control.

18. EXCELLENCE:

High character people strive to be their best knowing that this enables them to do their best every day.

Excellence is the result of both high character and high competence. People who have knowledge and skills, but who are not honest, respectful or persevering, will not be as successful as those who have those qualities. A “culture of excellence” is achieved when skillful, competent people behave ethically and diligently. True and enduring organizational excellence therefore is only sustainable by people of high character. (Observable virtues: enthusiasm, focus, determination, consistency).

Typical examples include:

- People truly strive to do their best on all tasks; they do not cut corners.
- Resources are generously allocated for training in knowledge and skill.
- Work products are typically complete, of high quality, and timely.
- Great results achieved the wrong way are not acceptable.
- People are thrilled when others are recognized for their contribution.
- Effort, improvement, and high character are recognized as well as results.

19. MATURATION:

High character people accept change and seek personal improvement over time. They seek to apply their wisdom to their actions and develop habits of good character. They do not persist with habits and behaviors that are wrong or of low character. This maturation takes time and requires practice and perseverance. (Observable virtues: positive change, healthy growth, wise choices).

Typical examples include:

- When confronted with the considerable evidence that decisions or plans are wrong, people will make changes, not defend themselves to the end.
- When confronted with the need to change behavior, individuals work to do so and there is evidence of people changing their habits or patterns of behavior.
- When there is disagreement, people strive to understand other’s views rather than working harder to defend their original position.

20. TRANSFORMATION:

High character people exhibit consistent, positive, and intentional commitment to high character. As people adopt these habits of strong character ethics, and they strive to display them in their actions, they are transformed. While no one is perfect, high character people find a way to make a habit of pursuing what is good and true and correspondingly, also find a way to avoid what is wrong and/or destructive. If we are on a path to ethical maturity, we tend to more quickly self-correct or accept the critique of others and make changes. The development of high character best grows in environments that involve accountability, self-discipline, and sacrifice. (Observable virtues: high character, ethical, conscientious).

Typical examples include:

- High character is defined and communicated regularly to all.
- High character behavior is recognized and rewarded.
- People acknowledge that their character is the only thing that is 100% in their control.
- The pursuit of truth is valued more than money, recognition, or position.
- There is evidence that people have actually changed.

UncommonSense® FRAMEWORK

AT A GLANCE

1. SEEKING WISDOM

I seek something greater than intelligence (knowing what is); I seek wisdom, knowing what is right or true.

2. TRUSTWORTHINESS

I strive to be who I say I am and to stay true to my beliefs.

3. INTEGRITY

I strive to do what I say I will do.

4. HONESTY

I strive to consistently speak the truth with compassion.

5. RESPECT

I strive to treat others as they would want to be treated.

6. COMPASSION FOR OTHERS

I strive to extend unmerited kindness to others as an act of my will.

7. FORGIVENESS

I strive to extend and receive from others, unmerited acceptance.

8. UNITY

I strive to foster oneness among those to whom I am bound.

9. LEARNING & MENTORING

I strive to grow in wisdom and pass it on.

10. SERVING-LEADERSHIP

I strive to set the sacrificial example for others to follow.

11. HONORING AUTHORITY

I strive to respect boundaries and yield to those given responsibility for others.

12. JUSTICE

I strive to uphold truth, expose error and correct wrongs.

13. COURAGE

I strive to consistently and persistently act on my strong convictions.

14. ACCOUNTABILITY

I strive to self-scrutinize and seek the critique of others.

15. STEWARDSHIP

I strive to add value to all that has been entrusted to me.

16. SEEKING COUNSEL

I strive to overcome indecision and ignorance by securing wisdom from others.

17. RESPONSIBILITY

I strive to fulfill my personal responsibilities as a good citizen.

18. EXCELLENCE

I strive to be my very best as I do my very best every day.

19. MATURATION

I strive to accept change and seek personal improvement over time.

20. TRANSFORMATION

I strive to demonstrate constantly improving positive high character.



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