

Character BASED

MANAGEMENT

**A Key to More Productive
& Effective Organizations**

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“In making decisions...
the moral character
(of the decision-maker)...
determines the
quality of the decisions.”

Henri Fayol 1845-1921

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Think of the
Worst Boss
you ever had.

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Liar

Lazy

Autocratic

Bully

Phony

Explodes

Demeaning

All About Him

Dismisses Your Ideas

Doesn't Listen

Can't Be Trusted

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Think of the
Best Boss
you ever had.

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Honest
Good Communicator
Treats You With Respect
Wants You to Succeed
Helps You Solve Problems
Stands Behind You

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**The premise of this book is
that
our behaviors
reflect
our character.**

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**Our character
greatly influences the
quality and effectiveness of
our decisions and the success of
the people and organizations
we manage.**

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Good Character

**Person who behaves in ways
we find
admirable
and
promotes good outcomes.**

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Bad Character

Person who behaves in ways

most think are

unlikeable

and

results in negative outcomes.

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CHARACTER

- Mixture of knowledge, beliefs, philosophies, life experiences, and interpersonal relationships**
- Form our values and habits**
- Are expressed in our words and actions**

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MANAGEMENT

**Getting work done
with and through others
that one person
cannot do alone.**

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**“If it weren’t for the
people,
this job would be easy.”**

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Management is an
Art
and a
Science

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A Successful Manager Must Integrate

Inter-Personal

Behaviors

Values

Habits/Virtues

Character

Growth

Continuous Learning

Dealing with

Uncertainty

Process Skills

Planning

Communicating

Leading

Team Building

Managing Risk

Organizing/

Reorganizing

Job Knowledge

Product/Service

Personnel

Finance

Technology

Marketing/Sales

Legal

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**Integrating all of those elements is
the Art of Management.**

**Integrating all of those elements
requires that the manager
be a person of integrity.**

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Einstein Definition of Genius

**The ability to see connections
between things
that no one else sees.**

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Sources of our Character

- Knowledge**
- Beliefs**
- Emotions**
- Relationships**
- Role Models**

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Improve Our Character To Improve

- Productivity**
- Effectiveness**
- Job Satisfaction**

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You Can Improve Your Character

Need conscious effort

Need regular reminders

Use the free app



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IS IT THE TRUTH?

One of the most important elements in making a decision is to base that decision on what is true and real.

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Continuum of Knowledge

Minimal
Knowledge

Complete
Knowledge



Where do you place your knowledge of

Economics? Business Management? History? Psychology?

What do you have complete knowledge of?

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2. Is it fair to all concerned?

**3. Will it build goodwill and
better friendships?**

**4. Will it be beneficial to all
concerned?**

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Answering

“Yes”

**to all four questions in
everything we say and do,
builds character.**

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PERSONAL ASSESSMENT-WEEKLY

1. Listening

Shut Up & Listen!

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2. Involving employees in defining & solving a problem

**People who do the work everyday
usually know better ways to get the
work done**

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3. Not be afraid to be challenged by employees

**Don't be afraid that you will look
weak or indecisive
if you change your mind**

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4. Helping our people grow

**BRING OUT
THE BEST
IN PEOPLE**

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5. Helping our people solve work-related problems

**Make a deliberate effort
on a timely basis
to help them resolve problems**

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6. Genuinely respecting & caring for employees

Are you worthy of respect?

Are they worthy of respect

Why?

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7. Treating everyone equitably & fairly

-No Favorites

-Same patience and understanding for everyone

-Equitably share praise for work that is well done

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8. Learning as broadly as possible

Grow Our Mind Everyday

Learn Broadly

Natural Sciences

History

Creative Arts

Social Sciences

Literature

Crafts

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9. Being a person of our word

- Always do what I say I will do**
- Tell the truth even when unpleasant**
- Be trustworthy**

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10. Being healthy

- Do I exercise regularly?
- Do I eat a healthy diet?
- Am I willing to invest time in getting healthier?

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IMPROVING CHARACTER

Have to Evaluate Yourself

Have to Invest Time

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IMPROVING CHARACTER

PRACTICE

PRACTICE

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You Can Improve Your Character



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