



**Center for Leadership & Character  
 Leadership & Character Concept Proponent Team  
 Portfolio of Products and Services**

*Innovative and research based products and services in the areas of leadership and character to enhance ethical leader and organization development*

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Ethical Leadership

Inspirational Leadership

Honor

Authenticity

Fortitude

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## About Us

### Center for Leadership & Character



### Mission

Advance the profession of business by developing leaders of character who achieve results with integrity

### Vision

Be a recognized thought leader in the education, development, and practice of leadership and character

### Members

Center Staff: Sean Hannah, Patrick Sweeney, Lyn Myers, Kris Shelton  
Center Fellows: Matthew Philips, John Sumanth

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## Leadership & Character Concept Proponent Team

### Mission

To facilitate the integration of leadership and character concepts into all activities in the School of Business

### Members

Kevin Bender, Tara Brown, Sean Hannah, Ben King, Lyn Myers, Stacey Owen, Kris Shelton, John Sumanth, Patrick Sweeney, Julie Wayne

*Advancing the profession of business by developing leaders of character  
who achieve results with integrity*

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For more information visit the Center for Leadership Character at [clc.business.wfu.edu](http://clc.business.wfu.edu)

## Leadership & Character Concept Cluster Definitions (draft)



**Ethical Leadership** is a positive influence process individuals engage in when they model and value integrity, motivate moral excellence, communicate about ethics, foster personal and organizational accountability, work to build cultures that support exemplary ethical behavior, and promote responsibility to society.



**Inspirational Leadership** is a positive influence process individuals engage in when they provide a compelling vision; create alignment toward common goals and higher purpose; care for, coach, and develop others; build trust and strong teams; and then inspire excellence in and empower others to act.



**Honor** reflects individuals' aspirations to loyally serve one another and the organization with fairness and respect; to strive and sacrifice to fulfill their duties, obligations, and personal responsibilities to achieve excellence; and to support higher purposes and group ideals through principled decision-making.



**Authenticity** is the drive to act consistently with beliefs and transparently with others while being open-minded to others' perspectives; the state of being self-aware of one's core values, beliefs, strengths and weaknesses, and of what provides passion and/or purpose in one's life; and possessing the moral compass to consistently prioritize broader goals over self-interests.



**Fortitude** reflects the strength of character required to maintain composure while courageously and confidently facing difficulty, adversity, risk, and temptations and the perseverance needed to achieve desired goals; coupled with the resilience to bounce back from and learn and grow from setbacks and failures; and despite these strengths to remain grounded in a sense of humility.

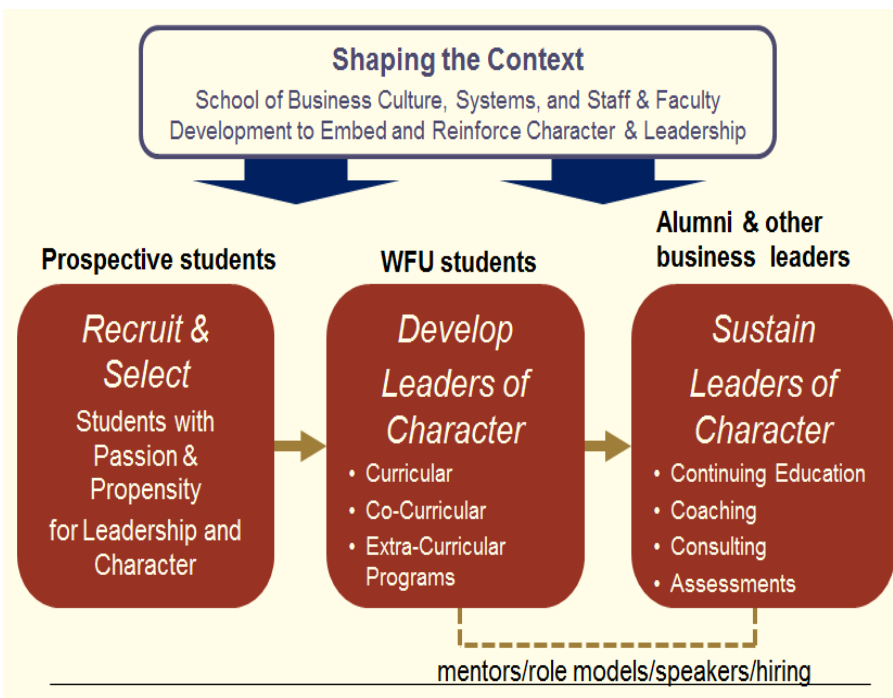


## Leadership & Character Consulting Products & Services

### Consulting Services for Leadership and Character Development and Organizational Culture

Center consulting takes a systems approach from recruitment all the way through the student life cycle into alumni interactions.

In this way, leadership and character becomes integrated into the student's orientation experience, is reinforced throughout their academic study, and is sustained in the workplace as they continue to develop their careers.



*Leadership and character are embedded within the life cycle of a student's experience to help them develop as business leaders who achieve results with integrity.*

**Consulting services are currently available and self-service tools and resources will be available online in the near future**

**For more information visit the Center for Leadership & Character at [clc.business.wfu.edu](http://clc.business.wfu.edu)**



## Leadership & Character Consulting Products & Services

### Consulting Services for Leadership & Character Development and Organizational Culture

Members of the Center are engaged in continuous consulting with program, staff, and senior leaders regarding leadership, character, and ethical issues.

Consulting includes **integrating leadership and character concepts into the student experience** and all activities as well as **addressing leadership and character issues and opportunities** as they arise.

We can consult in 4 areas: curricular/co-curricular, extra-curricular, and school processes and systems.

*See below for sample topics.*



#### Curricular Topics

- Leadership & Character Modules
- Ethical Decision-Making Tools
- Research Opportunities and Content
- Theoretical Models and Practice
- Leadership & Character Case Studies
- Instructional Technology and Resources

#### Co-Curricular Topics

- Coaching/Mentoring Resources
- Leadership Assessment Program
- Maximizing Student Team Experiences

#### Extra-Curricular Topics

- Dean's Leadership & Character Program
- Leadership Development Online Resources

#### Systems & Processes Topics

- Leaders of Character Awards
- Leader Development System
- Values, Code of Ethics, Honor Code
- Hiring & Interviewing Framework
- Policy Development
- Admissions Assessments
- Staff Performance Evaluation Framework
- Faculty & Staff Development and Awards
- School Organizational Culture

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The Center offers **learning modules** available now and online interactive versions coming soon. Modules include materials for courses or for targeted usage based on key topics.



## Professionalism, Leadership & Character Topics

- Professional Identity
- Authentic Self & Life Experience
- Adult Development and Business Leadership
- Professional Mindsets: Getting Results with Integrity
- Forging Strength of Character
- Building Fortitude
- Inspirational, Ethical & Inclusive Leadership
- Shaping an Ethical Culture



## Ethical Decision-Making Topics

- Leading of Self: You as an Ethical Decision-Maker
- Leading Others: Authentic Leadership & Defining Moments
- Leveraging the Organization: Building an Ethical Organization
- Impact of Context: You Applying Ethics in a Global Context



## Ethics and Business Leadership Topics

- Personal Ethics & Why we are (Un)ethical
- The (I)gnoble Organization
- Business as a Profession
- Ethics Within the Organization Context
- Frameworks for Ethical Processing
- Character, Duty & Honor
- Organizational Systems that Reinforce Honor and Ethics



**Modules include readings, lectures, PowerPoint slides, activities, journals, quizzes, exams, essay topics, development plans, and self-reflections. Modules can be condensed or expanded based on timeframe and topics of interest.**

For more information visit the Center for Leadership & Character at [clc.business.wfu.edu](http://clc.business.wfu.edu).



## Leadership & Character Assessment Products

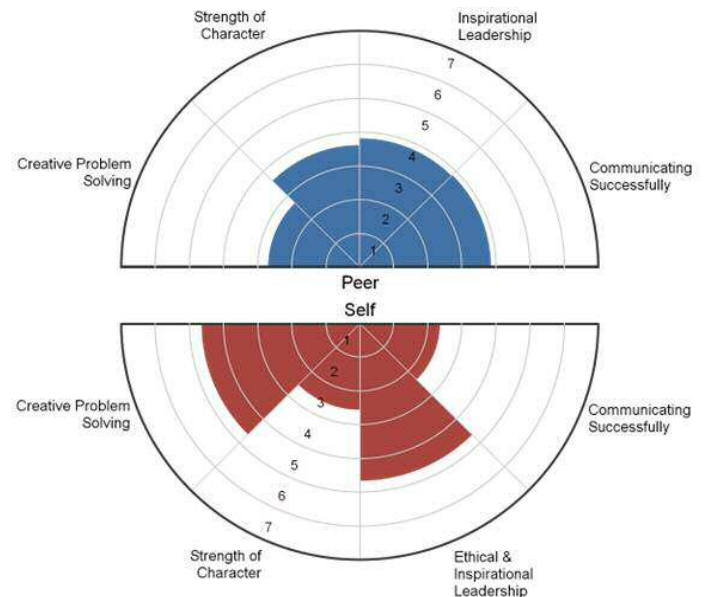
### Leadership & Character Assessment (LCA) and Team Member Assessment (TMA) Products

Leadership & Character Assessment (LCA) provides self and other feedback on leadership, character, global mindset, and professional attributes to enhance self-awareness.

Team Member Assessment (TMA) provides team members' peer feedback on communication and problem solving skills, strength of character, and leadership to enhance self-awareness and team effectiveness.

### Assessment Overview

- Time: LCA 15 minutes, TMA 1 hour 15 minutes, computer-based
- Validated, based on research and best practices
- Potential to execute as 360 assessment
- Two functions: evaluation and/or development
- Detailed feedback report
- Leadership development planning tools

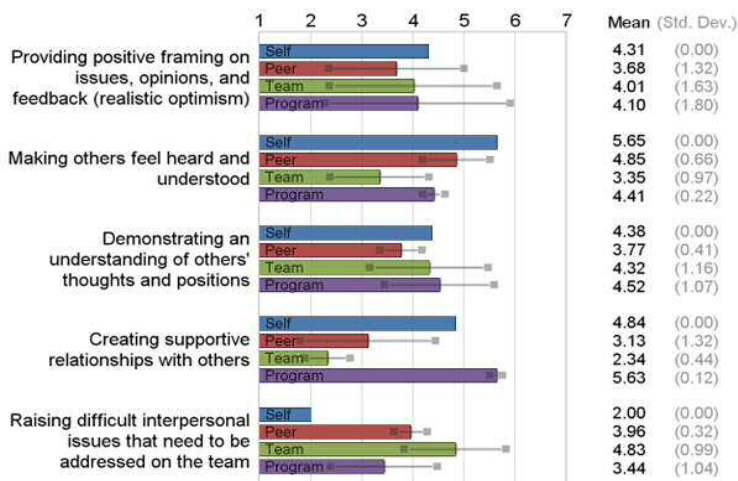


Sample comprehensive results reporting

### Assessment Benefits

- Rich data source that feeds into the **Leader Development Dashboard** and **Self-Development Plan**
- Multiple opportunities for assessment through career
- Dashboard to display cumulative results via longitudinal database
- Use feedback for development conversation
- Enhance self-awareness and self-development

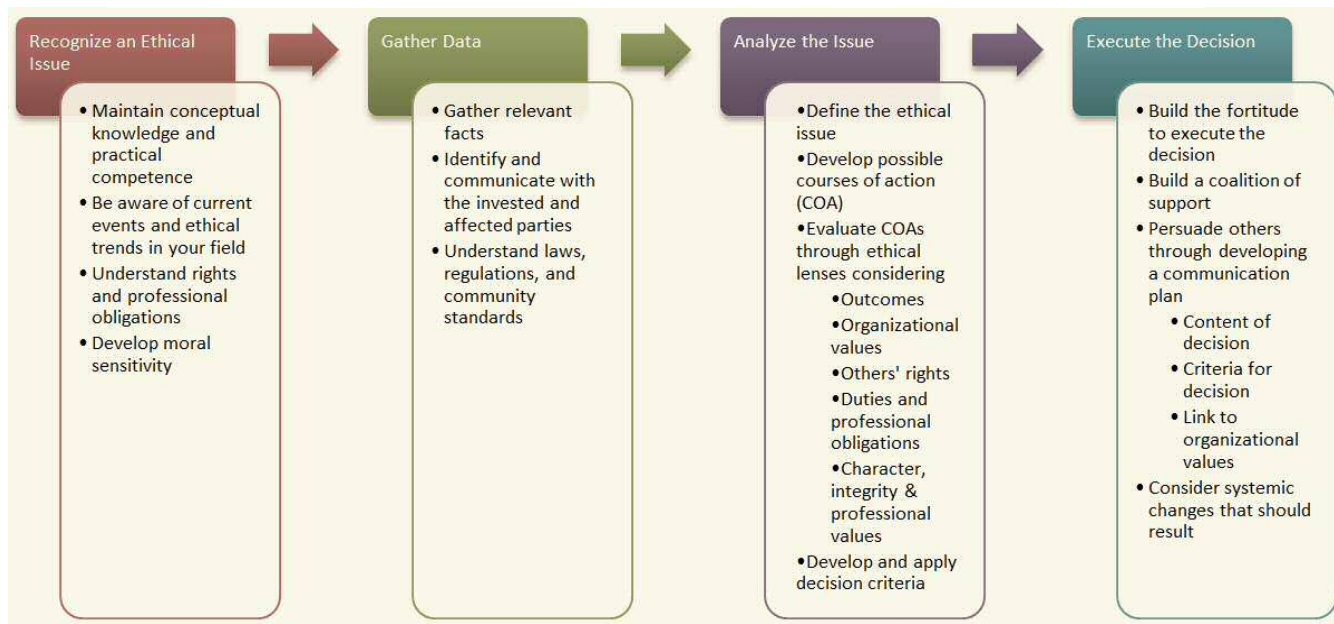
Sample individual results reporting based on team ratings



For more information or to schedule the assessment, visit [clc.business.wfu.edu](http://clc.business.wfu.edu)



## The Ethical Decision-Action Model (Draft)



- The Ethical Decision-Action Model represents a **series of steps** an individual may consciously go through in order to make the **best ethical decisions possible** within a particular circumstance.
- Model can be used to process ethical dilemmas in any situation or type of course/
- A distinguishing factor of the model is how the process does not end until after the execution phase is complete. This necessitates the individual not only making an ethical choice, but also **following through with the courage and fortitude to put it into action** while also communicating the basis of the decision to others.
- The model explicitly invokes the importance of **conceptual knowledge and practical competence** in addition to **strength of character**.
- The model includes preparation for ethical decisions and a discussion of the maintenance level of conceptual knowledge and practical competence that are essential to **recognizing ethical decisions** when they come.

**Additional details on the various steps and how to apply the model as well as an instructor guide are available. Online learning tools addressing the steps of the model will be available in the near future as the model continues to be tested and refined.**

**For more information visit the Center for Leadership & Character at [clc.business.wfu.edu](http://clc.business.wfu.edu).**



Ethical Leadership    Inspirational Leadership    Honor    Authenticity    Fortitude

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## Center for Leadership & Character Future Products and Services



### *Short-term (1-6 months)*

- Assist in Improving the Honor System
- Create a Longitudinal Business Leader Development Database
- Create Online Self-Development Suite
- Assist in the Integration of Leadership & Character into the Hiring Process

### *Intermediate (7-12 months)*

- Dean's Leadership and Character Program
- Create Coaching and Mentoring Handbook
- Create a Dashboard for the Longitudinal Database.
- Execute LCA and TMA Assessments for Staff
- Assist in the Creation of Iconic Events
- Launch Executive Education Program

### *Long-term (more than a year)*

- Create Ethical Culture and Authentic Climate Assessments
- Assist in the Creation of Staff and Faculty Education Program
- Codify the SB's Leader Development System
- Assist in the Creation of Leader of Character Award Programs
- Assist in the Integration of Leadership and Character into Performance Evaluations
- Create a Student Leadership Society

Products and services will be available through the Center for Leadership & Character. Tools and resources will be available through the CLC Resource Web Site to be launched in February 2014.

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