Moral Intelligence
Integrity
Forgiveness
Responsibility
Compassion
“The authors offer a timely, important, and practical personal guidance system that anyone in the business world would do well to adopt. The world of business would be vastly improved if Moral Intelligence became required reading.”

—Daniel Goleman,
Author of Emotional Intelligence
Some of the local participating companies*

*permission-to-list granted
Employee Ratings of CEO Behavior

Overall Character Score

Employee Rating

- Integrity: 87 & 70
- Responsibility: 91 & 70
- Forgiveness: 82 & 70
- Compassion: 87 & 65

Virtuoso CEOs: Always 100
Self-Focused CEOs: Always

- Integrity: About half of the time
- Responsibility: Always
- Forgiveness: Slightly more than half of the time
- Compassion: Always
Employee Ratings of CEO Behavior

Overall Character Score

Employee Rating

- Always 100
- Almost Always
- Frequently 75
- Slightly more than half of the time
- About half of the time

Virtuoso CEOs
- 87

Self-Focused CEOs
- 68

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Three Key Findings

- + 5X
  - FINANCIAL PERFORMANCE
- + 26%
  - EMPLOYEE ENGAGEMENT

CORPORATE RISK
The CEO Research Subjects

N = 44

- **Always**
  - Self-Focused CEOs: 1.93%
  - Virtuoso CEOs: 9.35%
  - Character Curve and ROA

- **Frequently**
  - Character Curve and ROA

- **About half of the time**
  - Character Curve and ROA

CEO Research Subjects

N = 44

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Fred, if we use this image instead, we can make it a little larger without it getting too grainy. What do you think?
Character Habits

Weak

Strong

VIRTUOSO

SELF-FOCUSED
Integrating Character & Skills

Who the Leader Is + What the Leader Does = Impact on Results
Character Habits

VIRTUOSO

SELF-FOCUSED

Strong

Weak
The Business Model

Employee Rating

<table>
<thead>
<tr>
<th>The Business Model Score</th>
<th>Vision</th>
<th>Strategic Focus</th>
<th>Accountability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Always 100</td>
<td>81</td>
<td>74</td>
<td>78</td>
</tr>
<tr>
<td>Frequently 75</td>
<td>67</td>
<td>65</td>
<td>63</td>
</tr>
<tr>
<td>About half of the time</td>
<td>50</td>
<td></td>
<td></td>
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</tbody>
</table>

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The Importance of the Senior Team
Organizational Dynamics

- Innovation: Virtuoso CEOs 74, Self-Focused CEOs 64
- Adaptability: Virtuoso CEOs 79, Self-Focused CEOs 72
- Teamwork: Virtuoso CEOs 80, Self-Focused CEOs 70
- Collaboration: Virtuoso CEOs 75, Self-Focused CEOs 62
- Communication: Virtuoso CEOs 82, Self-Focused CEOs 69
- Talent Development: Virtuoso CEOs 69, Self-Focused CEOs 59

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Workforce Engagement

Employee Rating

About half of the time

- Respect: 65
- Procedural Fairness: 58
- Care & Support: 65
- Organizational Energy: 65
- Confidence in Management: 65

Frequently

- Virtuoso CEOs: 80
- Self-Focused CEOs: 75

Always

- Virtuoso CEOs: 82
- Self-Focused CEOs: 79

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GOAL:

To become one of the most admired HR departments among the Fortune 500
Improvement in Scores Two Years Later

Character of Senior Team

- HR Associates 2010 Rating: 57
- HR Associates 2012 Rating: 69
- Improvement: 21%

Organizational Dynamics

- HR Leadership Team Self-Rating: 63
- HR Associates Rating: 68
- Improvement: 8%

Workforce Engagement

- HR Leadership Team Self-Rating: 61
- HR Associates Rating: 72
- Improvement: 18%
Character CAN Be Taught

• How you treat others is a matter of habit.

• You can change your habits!
Three Steps in Changing Habits

1. **POP THE BUBBLE** (BENCHMARK)
2. **FIND THE FUEL** (DISCOVER)
3. **GO PUBLIC** (ELEVATE)
Character Habits

Weak

Strong

VIRTUOSO

SELF-FOCUSED

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Go to www.returnoncharacter.com

1. Character Quiz (your self-assessment)

2. Character Reputation Predictor
   (a guess at how others see you)
Thank You

www.returnoncharacter.com