

Dimension	Under-weighted	Strong character	Over-weighted
Accountability	Failure to deliver results & take responsibility; blaming culture; low ownership of issues	Ownership of problems; commitment to decisions; act in organizational interest	Difficulty delegating; obsessive and controlling; little room for learning failures
Courage	People don't speak up; fear prevails; giving up; little innovation	Determination and perseverance are prevalent; high resilience; speak "truth to power"	Reckless, stubborn, and arrogant risk-taking
Transcendence	Narrow goals & objectives; failure to acknowledge and appreciate; not inspired	Commitment to excellence; clarity & focus; inspiration motivates innovation	Always thinking things will get better but no tangible sense of how to get there
Drive	Lethargy & low productivity; lac of initiative; apathy	Sustained momentum around focused priorities; high productivity	Tunnel vision; perfectionists inhibiting productivity
Collaboration	"Every man for themselves" mentality; lack of information sharing; silos	Effective teamwork enhancing productivity; diversity and inclusion driving success	Conflict avoiders; people pleasing; too many people clouding decision-making
Humanity	Lack of empathy, compassion, and consideration	Deep understanding of what is important; people feel they are seen and heard	People feel overwhelmed and suffer compassion fatigue
Humility	Arrogance and overconfidence; complacency; lack of learning and development	Willingness to identify & discuss mistakes; supportive of learning and development	Overwhelmed; ruminating about mistakes; pushover; lacking focused learning
Integrity	People operate from a position of self-interests and mistrust; lack of transparency	Trust, transparency, and effective communication; aligned principles and values	Uncompromising, rigid, and dogmatic interactions; exclusionary practices
Temperance	Impatience and agitation prevalent; stressed and anxious; emotional outbursts	Effective risk management; thoughtful consideration; calm even under duress	Risk averse inaction; lacking urgency; indifferent about outcomes
Justice	Inequities; favouritism and nepotism	Fairness fostering trust; clear understanding and action around systemic inequalities	Rigid rule-based procedures that do not take into account individual differences
Judgment	Indecision; lack of insight, rigour, and understanding; resistance to change	Insightful and adaptable; situationally aware and current; solid decision-making	Analysis paralysis; over-complicating decision-making; no clear sense of priorities

**Character Culture Check (Crossan & Crossan, 2023)**