

## DEFINING ORGANIZATIONAL CHARACTER

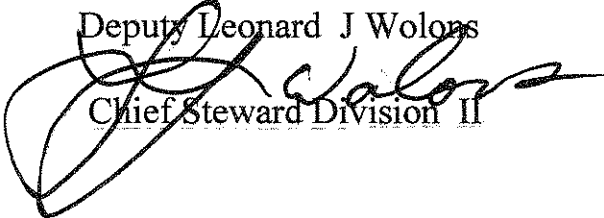
I have always operated under the premise that character is an inward motivation to do what is right regardless of the circumstances or potential cost. A person's true character is revealed by their personal decisions/actions especially those made when "no one is looking". I have engaged in numerous debates on whether good character can be taught, I have always argued that it can, but not by reading a book or a policy and certainly not by listening to a lecture.

People respond to a work ethic and values that are modeled by someone they know and respect. Your subordinate employees don't want to hear you're "mission statement" they want to see those "core values" come alive with every decision you make. When you take action based on these values and beliefs, that's when you influence people, only then will they "buy in". When my son witnesses me give the teller back the extra \$20.00 bill or walk back inside Target because we forgot to pay for the pop on the bottom of the cart, I hope I am forging good character within his heart.

"Do as I say, not as I do" is a counterintuitive and ineffective leadership style. It is critically important that both you and your command staff model the good behavior you demand from your subordinates. When you establish that discipline will result for failure to follow Department policy and the CBA, demand that orders be followed and command officers treated with respect; then fail to hold yourself or your command staff to that same standard you have accomplished nothing and lost everything, including credibility with your troops.

Watch your thoughts for they become words. Watch your words for they become habits. Watch your habits for they become character. Watch you character for it becomes your destiny.

Deputy Leonard J Wolons

  
Chief Steward Division II