

Character Resource Tools

The Character Competency Dilemma

"I've seen the difference character makes in individual football players. Give me a choice between an outstanding athlete with poor character and a lesser athlete of good character; and I'll choose the latter every time." TOM LANDRY, FORMER HEAD COACH OF THE DALLAS COWBOYS

3 High Character Low Competency	1 High Character High Competency
2 Low Character Low Competency	4 Low Character High Competency

Landry stated *intentionally* what most American leaders consider only *intuitively*. Coach sought out **Quadrant 1s** and **Quadrant 3s** and would avoid selecting or elevating **Quadrant 2s** (which is quite easy for most of us)...AND **Quadrant 4s** ...*which is extremely difficult for most of us*. Here's why: While most Americans might agree with Landry's wisdom, our experience is that most American institutions (and leaders) *are actually biased to reinforce, recognize and reward for competency...alone*. And this pattern is the biggest contributor to chronic dysfunctional tension among teams. Quadrant 4 people are a vexation to every team. It's not that present-day America "disdains character;" it is that we esteem competency-building *to the neglect of reinforcing, recognizing and rewarding character-building*. *Until this cycle is broken, American leadership and "team-ship" will suffer.*

Questions:

Every person is composed of two interwoven "DNA strings:" Competency AND Character. BOTH are deeply relevant to predicting interpersonal and team functionality. Where would you plot yourself on this chart? Would this chart help you better share this point with others? How much attention do we honestly give to character building and assessment as an on-going enrichment /development goal as team leaders? What should or could we be doing?