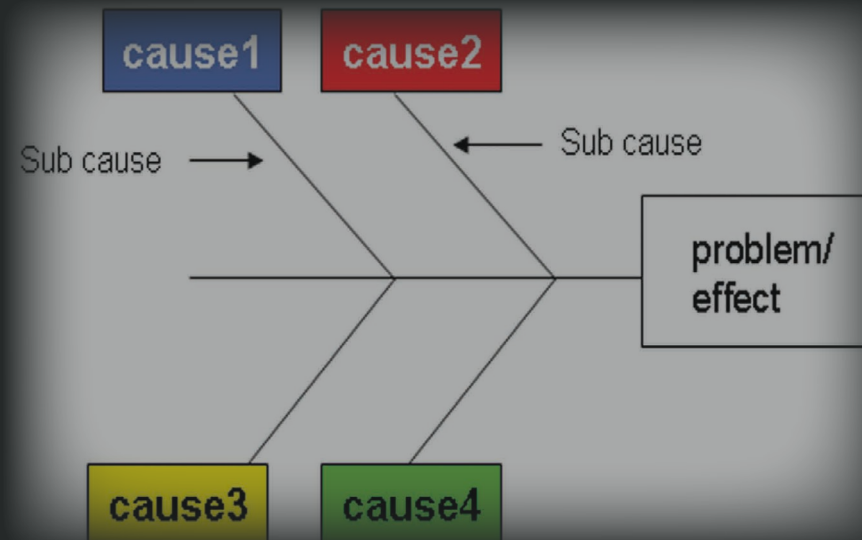


TOUCH OF CLASS ORGANISATIONAL PATHOLOGY ISSUES

Finding the Root Character Issues



THANK YOU FOR COMPLETING ONE OF THE ASSESSMENTS.

Please do the following steps to get maximum value out of solving the issues raised in the survey.

STEP 1: REFLECT ON THE FOLLOWING QUESTIONS FIRST

- **What does this problem/challenge/issue really mean to you?**
- **How do you, your team and your organisation behave (current reality) in fulfilling this problem/challenge/issue?**
- **How should you, your team and your organisation behave (Future reality) in fulfilling this problem/challenge/issue?**
- **What practical tips can you give to ensure that this problem/challenge/issue is lived out in the workplace?**
- **Are there any other issues that needs to be addressed or principles regarding this problem/challenge/issue that you would like to propose or personal experience that you would like to share?**

**STEP 2: COMPLETE THE QUESTIONS ON THE FOLLOWING PAGES
WITH ABSOLUTE HONESTY**

STEP 3: DO A DETAILED ACTION PLAN WITH ACCOUNTABILITIES

STEP 4: PLAN FOR A REVIEW DATE

STEP 5: DO THE ASSESSMENT AGAIN

Dr Mario Denton

TOUCH OF CLASS ORGANISATIONAL PATHOLOGY ISSUES

Finding the root character issues

The issue:

Total score

% percentage split

1	2	3	4	5

Questions split

Response	Questions rated in the response category
1	
2	
3	
4	
5	

Now follow the rest of the process



FINDING THE CHARACTER QUALITIES

Think of the issues raised in your survey and find the character qualities that if developed in your team would eliminate or greatly reduced the problem. Rate all the character qualities that correspond with the problem

Item											Item
1. Alertness	10	9	8	7	6	5	4	3	2	1	Carelessness
2. Attentiveness	10	9	8	7	6	5	4	3	2	1	Distraction
3. Availability	10	9	8	7	6	5	4	3	2	1	Self-Centeredness
4. Benevolence	10	9	8	7	6	5	4	3	2	1	Selfishness
5. Boldness	10	9	8	7	6	5	4	3	2	1	Fearfulness
6. Cautiousness	10	9	8	7	6	5	4	3	2	1	Rashness
7. Compassion	10	9	8	7	6	5	4	3	2	1	Indifference
8. Contentment	10	9	8	7	6	5	4	3	2	1	Covetousness
9. Creativity	10	9	8	7	6	5	4	3	2	1	Underachievement
10. Decisiveness	10	9	8	7	6	5	4	3	2	1	Procrastination
11. Deference	10	9	8	7	6	5	4	3	2	1	Rudeness
12. Dependability	10	9	8	7	6	5	4	3	2	1	Inconsistency
13. Determination	10	9	8	7	6	5	4	3	2	1	Faintheartedness
14. Diligence	10	9	8	7	6	5	4	3	2	1	Slothfulness
15. Discernment	10	9	8	7	6	5	4	3	2	1	Shortsightedness
16. Discretion	10	9	8	7	6	5	4	3	2	1	Simplemindedness
17. Endurance	10	9	8	7	6	5	4	3	2	1	Discouragement
18. Enthusiasm	10	9	8	7	6	5	4	3	2	1	Apathy
19. Faith	10	9	8	7	6	5	4	3	2	1	Presumption
20. Flexibility	10	9	8	7	6	5	4	3	2	1	Resistance
21. Forgiveness	10	9	8	7	6	5	4	3	2	1	Rejection
22. Generosity	10	9	8	7	6	5	4	3	2	1	Stinginess
23. Gentleness	10	9	8	7	6	5	4	3	2	1	Harshness
24. Gratefulness	10	9	8	7	6	5	4	3	2	1	Unthankfulness
25. Honour	10	9	8	7	6	5	4	3	2	1	Disrespect
26. Hospitality	10	9	8	7	6	5	4	3	2	1	Loneliness
27. Humility	10	9	8	7	6	5	4	3	2	1	Pride
28. Initiative	10	9	8	7	6	5	4	3	2	1	Idleness
29. Joyfulness	10	9	8	7	6	5	4	3	2	1	Self-Pity
30. Justice	10	9	8	7	6	5	4	3	2	1	Corruption
31. Loyalty	10	9	8	7	6	5	4	3	2	1	Unfaithfulness
32. Meekness	10	9	8	7	6	5	4	3	2	1	Anger
33. Obedience	10	9	8	7	6	5	4	3	2	1	Willfulness
34. Orderliness	10	9	8	7	6	5	4	3	2	1	Confusion
35. Patience	10	9	8	7	6	5	4	3	2	1	Restlessness

36. Persuasiveness	10	9	8	7	6	5	4	3	2	1	Contentiousness
37. Punctuality	10	9	8	7	6	5	4	3	2	1	Tardiness
38. Resourcefulness	10	9	8	7	6	5	4	3	2	1	Wastefulness
39. Responsibility	10	9	8	7	6	5	4	3	2	1	Unreliability
40. Security	10	9	8	7	6	5	4	3	2	1	Anxiety
41. Self-control	10	9	8	7	6	5	4	3	2	1	Self-Indulgence
42. Sensitivity	10	9	8	7	6	5	4	3	2	1	Callousness
43. Sincerity	10	9	8	7	6	5	4	3	2	1	Hypocrisy
44. Thoroughness	10	9	8	7	6	5	4	3	2	1	Incompleteness
45. Thriftiness	10	9	8	7	6	5	4	3	2	1	Extravagance
46. Tolerance	10	9	8	7	6	5	4	3	2	1	Prejudice
47. Truthfulness	10	9	8	7	6	5	4	3	2	1	Deception
48. Virtue	10	9	8	7	6	5	4	3	2	1	Impurity
49. Wisdom	10	9	8	7	6	5	4	3	2	1	Foolishness

1. ALERTNESS vs. Carelessness. Being aware of what is taking place around our team so that we can have the right responses

2. ATTENTIVENESS vs. Distraction. Showing the worth of a person in a team or task by giving our undivided concentration

3. AVAILABILITY vs. Self-Centeredness. Making our own schedule and priorities secondary to the wishes of those we serve in the team

4. BENEVOLENCE vs. Selfishness. Giving to others' basic needs in the team without having as my motive personal reward

5. BOLDNESS vs. Fearfulness. Confidence that what we have to say or do in the team is true, right, and just

6. CAUTIOUSNESS vs. Rashness. Knowing how important right timing is in accomplishing right actions

7. COMPASSION vs. Indifference. Investing whatever is necessary to heal the hurts of others in the team

8. CONTENTMENT vs. Covetousness. Realizing that true happiness does not depend on material conditions

9. CREATIVITY vs. Underachievement. Approaching a need, a task, or an idea from a new perspective

10. DECISIVENESS vs. Procrastination. The ability to recognize key factors and finalize difficult decisions

11. DEFERENCE vs. Rudeness. Limiting our freedom so we do not offend the tastes of those around us

12. DEPENDABILITY vs. Inconsistency. Fulfilling what we consented to do, even if it means unexpected sacrifice

13. DETERMINATION vs. Faintheartedness. Purposing to accomplish right goals at the right time, regardless of the opposition

- 14. DILIGENCE** vs. Slothfulness. Investing our time and energy to complete each task assigned to us
- 15. DISCERNMENT** vs. Shortsightedness. Understanding the deeper reasons why things happen
- 16. DISCRETION** vs. Simplemindedness. Recognizing and avoiding words, actions, and attitudes that could bring undesirable consequences
- 17. ENDURANCE** vs. Discouragement. The inward strength to withstand stress and do my best
- 18. ENTHUSIASM** vs. Apathy. Expressing joy in each task as I give it my best effort
- 19. FAITH** vs. Presumption. Confidence that actions rooted in good character will yield the best outcome, even when I cannot see how
- 20. FLEXIBILITY** vs. Resistance. Willingness to change plans or ideas according to the direction of our authorities
- 21. FORGIVENESS** vs. Rejection. Clearing the record of those who have wronged us and not holding a grudge
- 22. GENEROSITY** vs. Stinginess. Carefully managing our resources so we can freely give to those in need
- 23. GENTLENESS** vs. Harshness. Showing consideration and personal concern for others
- 24. GRATEFULNESS** vs. Unthankfulness. Letting others know by our words and actions how they have benefited us
- 25. HONOR** vs. Disrespect. Respecting others because of the higher authorities they represent
- 26. HOSPITALITY** vs. Loneliness. Cheerfully sharing food, shelter, or conversation to benefit others
- 27. HUMILITY** vs. Pride. Acknowledging that our achievement results from the investment of others also in our lives
- 28. INITIATIVE** vs. Idleness. Recognizing and doing what needs to be done before we are asked to do it
- 29. JOYFULNESS** vs. Self-Pity. Maintaining a good attitude, even when faced with unpleasant conditions
- 30. JUSTICE** vs. Corruption. Taking personal responsibility to uphold what is pure, right, and true
- 31. LOYALTY** vs. Unfaithfulness. Using difficult times to demonstrate our commitment to those we serve
- 32. MEEKNESS** vs. Anger. Yielding our personal rights and expectations with a desire to serve
- 33. OBEDIENCE** vs. Willfulness. Quickly and cheerfully carrying out the direction of those who are responsible for us in the team
- 34. ORDERLINESS** vs. Confusion. Arranging ourselves and our surroundings to achieve. Greater efficiency
- 35. PATIENCE** vs. Restlessness. Accepting a difficult situation without giving a deadline to remove it
- 36. PERSUASIVENESS** vs. Contentiousness. Guiding vital truths around another's mental roadblocks

37. PUNCTUALITY vs. Tardiness. Showing esteem for others by doing the right thing at the right time

38. RESOURCEFULNESS vs. Wastefulness. Finding practical uses for that which others would overlook or discard

39. RESPONSIBILITY vs. Unreliability. Knowing and doing what is expected of us

40. SECURITY vs. Anxiety. Structuring our lives around that which cannot be destroyed or taken away

41. SELF-CONTROL vs. Self-Indulgence. Rejecting wrong desires and doing what is right

42. SENSITIVITY vs. Callousness. Perceiving the true attitudes and emotions of those around us

43. SINCERITY vs. Hypocrisy. Eagerness to do what is right with transparent motives

44. THOROUGHNESS vs. Incompleteness. Knowing what factors will diminish the effectiveness of my work or words if neglected

45. THRIFTINESS vs. Extravagance. Allowing the team to spend only what is necessary

46. TOLERANCE vs. Prejudice. Realizing that everyone in the team is at varying levels of character development

47. TRUTHFULNESS vs. Deception. Earning future trust by accurately reporting past facts

48. VIRTUE vs. Impurity. The moral excellence evident in our team as we consistently do what is right

49. WISDOM vs. Foolishness .Seeing and responding to life situations from a perspective that transcends our current circumstances in the team

List of character qualities that needs to be developed

Additional Questions

Please answer the following questions/statements as accurately as you can. Anything else that you would like to bring under our attention with specific regards to this issue. Please indicate below

What would help you most to increase your performance and / or the quality of your work?

What changes have you noticed in our organisation over the last year?

Additional Comments:

Positive

Negative.

Thank you for taking the time and effort to complete the survey and the report.

Dr Mario Denton



Mario Denton MBA; M.Econ; PhD

PHASE ONE: OBTAINING CORPORATE EXPERIENCE - LEARNING THE ROPES

Has 17 years' experience in human resources management in the corporate world, started with SANLAM and moved on to METROPOLITAN LIFE in Organisational Development and end this phase as Group Manager: Human Resources PROTEA ASSURANCE, during this period completed a MBA, MEcon as well as **Registered Industrial Psychologist**.

PHASE TWO: ESTABLISHMENT OF BUSINESS SCHOOL ACADEMIC- SHARPENING THE SWORD

- From 1997-2007 teaching in Organization Behaviour and also International Human Resource Management, People and Change Management, High Impact Leadership, Management Consulting, Emotional Intelligence, Executive Coaching at the University of Stellenbosch, Graduate School of Business. During this period completed my PhD and register Strong Message Business Consultancy in 1997.
- Presented People Management practices 44 times consecutively to MBA students without being absent for even one day and trained around 3000 participants in Emotional Intelligence.

- Academic project manager and coordinator for 22 international groups doing their international electives at the USB.
- The area of Advanced Leadership, Making Human Capital the differentiating factor Facilitating perpetual and complex change for REIMS France (11 times), University of Antwerpen, University of Cape Town, UWC, Dortmund and Leipzig HHL Germany (9 times) Aarhus Denmark, Graz, Austria, Maastricht, University of Indonesia, University of Central Oklahoma and the University of Cuttington Liberia, Europa-Universität Viadrina Frankfurt (Oder), Bangalore Management Academy in Bangalore and Poddar/Wellingker College in India, Leipzig, Mauritius, Marseilles.
- International papers and conferences in London, Amsterdam, Oxford, Antwerp. Geneva Switzerland, Australia, Shanghai and published twelve books, six international articles, two case studies and a chapter in a book, has successfully being the study leader/supervisor for 160 completed MBA research projects.

PHASE THREE: TAKING UP THE CHALLENGE OF BUSINESS CONSULTANT, VISITING LECTURER, IMPACT PLAYER AND EXECUTIVE COACH - PRACTICE WHAT YOU PREACH

- Strong Message Business Consultancy: I am a very experienced business consultant both in private and public sector and recognised impact player in organizational effectiveness and renewal and have been involved in several major strategic and corporate initiatives. Have done business consultancy for organisations including but not limited to Sanlam, Santam, First National Bank, Eben Donges Hospital, Oceana, Department of Health Overberg Region, Western Cape Department of Education, SCIR, APL Cartons, Cape Union Mart, Desmond Tutu TB Centre, Consol Glass, SPAR, Barloworld, XSTRATA, Tiger Brands, SA Navy, Nedcor, Old Mutual, FNB, DE Beers, Government, Kumba, Clickatell, Coca Cola Sabco, Karsten Boerderye, Water and Sanitation of City of Western Cape, City of Windhoek, FNB Namibia, Lumber City, visiting lecturer for Peniel Consultancy. Mario has done 250 radio talks: Programme: Wisdom that Works.
- Have done training in Cairo, Egypt, being trained as a Character First Consultant in Oklahoma and have done this training in Namibia, Ghana, Uganda, Nigeria, Malawi, done a presentation on the 29th FCCI Marketplace conference in Denver, USA, train 400 students including executive students in Kumasi Ghana, talking to the Crown Board in Nigeria, attending a strategic thinking session in Toronto, Canada and FCCI conference in Naples, Florida, Haggai Advanced Leadership Programme, Maui, Hawaii, trained as a Faculty member in Singapore for the Haggai Institute, lecturing in Maui on personal leadership and goal setting 7 times. Have done corporate governance for Kaduna State in Nigeria.