



The Character Triangle

Build Character, Have an Impact, and Inspire Others

THE SUMMARY IN BRIEF

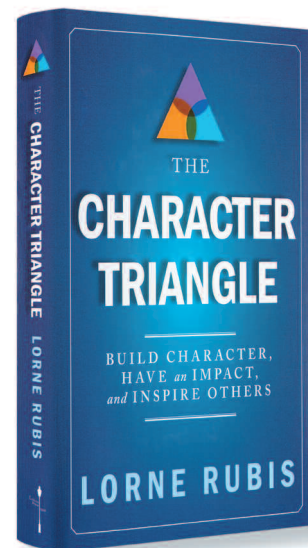
The challenges facing leaders, and the attributes foundational to their success are many and complex. We see and understand the true value of outstanding leadership when the situation is most critical, complicated and broadly impactful.

Before Lorne Rubis became a successful business leader and CEO, he began his career as a schoolteacher and coach who was profoundly honored by the gratitude of his students. Inspired, he purposefully set about to define a framework for the values he embraced: respect, accountability and abundance. He connected his “Character Triangle” to a system of beliefs and habits that are a veritable game changer for success, which is evidenced in his own career. *The Character Triangle* is a value and habit system, and when you apply it to your life’s purpose, it becomes exponential in its value to each of us and all the people we interact with.

Rubis’ book, *The Character Triangle*, examines and defines the three distinct but interdependent values that, if applied in our daily thoughts and actions, are a “playbook” for attaining rewards in any type of work and any situation in life. Rubis’ relevant and timely examples of role models in diverse fields of endeavor — thinkers and doers from contemporary life from his own experience — illustrate the power of the Character Triangle.

IN THIS SUMMARY, YOU WILL LEARN:

- Why the blame game — blaming others or yourself — never works.
- The four key steps to becoming more accountable.
- How to listen with understanding in order to be respectful.
- How to understand that abundance is a state of mind.
- The connected system of accountability, respect and abundance.



by Lorne Rubis

CONTENTS

Introduction to the Triangle

Page 2

Be Accountable

Page 3

Dig a Little Deeper and Find a Well

Page 4

Be Respectful

Page 5

Be Abundant

Page 7

Climbing to the Top of the Character Triangle

Page 7

Character Triangle Points to Remember

Page 8

THE COMPLETE SUMMARY: THE CHARACTER TRIANGLE

by Lorne Rubis

The author: Lorne Rubis is the president and CEO of Ryzex, a global mobile technology solutions provider. As a general manager, facilitator and consultant, his career has focused on driving organizational change and performance improvement.

The Character Triangle: Build Character, Have an Impact, and Inspire Others. Copyright © 2011 by Lorne Rubis. Summarized by permission of the publishers, Langdon Street Press. 174 pages, \$19.95, ISBN: 978-1-936782-60-4. To purchase this book, go to www.amazon.com or www.bn.com.

Summary copyright © 2013 by Soundview Executive Book Summaries® www.summary.com, 1-800-SUMMARY.

For additional information on the author, go to www.summary.com.

Introduction to the Triangle

What is the Character Triangle? It's a personal game changer: Learning and applying it will help you build more character, have a greater impact, and inspire others. Change the game by applying it, and develop a habit system of using it.

Our character is exclusively ours. We define it by how we think, what we do, and the choices we make.

The Character Triangle describes and emphasizes three distinct but interdependent values to apply in our daily thoughts and actions:

Accountability

Accountability starts with the word "self." When we approach every situation we experience in life by FIRST asking what we personally can do about it and how, we begin to understand the concept of self-accountability. The ideas associated with "blame" and "victim" have little if any place in the self-accountable framework. This is a tricky concept to fully accept and grasp for many of us. We need to ask ourselves daily how often we feel compelled to blame ourselves or others for our condition and circumstances.

Respect

None of us work or, for that matter, live in a vacuum; our successes or failures are all built on the strength of our relationships. And relationships run on respect. To be true to the root of respect, one has to continuously look at one's self with openness and understanding. The point is to examine the way we treat OURSELVES first and then how we treat others. Most of us want to be listened to with understanding, treated with courtesy, and recognized for our contributions. Do we do that with ourselves? Then how much do we do this

with others in every interaction? Again, this value can be deceptively oversimplified.

Abundance

Abundant people do not have to take anything away from anyone else to be successful. It is literally fun to work with people who are abundance-focused. They may be competitive, but rather than merely to beat someone, the essence of their drive is to advance something. In fact, abundant people relish others' success and achievements. They also focus on the resources available and finding what they need to get results. Generosity of spirit and the belief that giving leads to getting are part of their makeup.

Building the Triangle

Building character, having an impact, and inspiring others means fully embracing the values of the Character Triangle and applying them relentlessly each day. Accountability, Respect and Abundance may sound like straightforward and perhaps even simple concepts; but before you realize it, you'll think about each value more completely; and more importantly, you will understand how they connect and reinforce each other to bring success in all aspects of your life.

In this geo-economic environment of hyper-competition and tornado change, the external buffeting of the organization we reside in can rapidly add to a feeling of little or no personal control over the life cycle of the organization itself, let alone our roles within that organization. The combined effects of these business truisms can leave the best of us dazed, confused, and struggling just to keep our heads above water.

So, the question becomes, how do we go beyond just surviving in this type of undulating work climate? Is it



1-800-SUMMARY
service@summary.com

Published by Soundview Executive Book Summaries® (ISSN 0747-2196), 500 Old Forge Lane, Suite 501, Kennett Square, PA 19348 USA, a division of Concentrated Knowledge Corp. Published monthly. Subscriptions starting at \$99 per year. Copyright © 2013 by Soundview Executive Book Summaries®.

Available formats: Summaries are available in several digital formats. To subscribe, call us at 1-800-SUMMARY (240-912-7513 outside the United States), or order online at www.summary.com. Multiple-subscription discounts and corporate site licenses are also available.

Rebecca S. Clement, Publisher; Sarah T. Dayton, Editor In Chief; Andrew Clancy, Senior Editor; Amanda Langen, Graphic Designer; Melissa Ward, Contributing Editor

Summary: THE CHARACTER TRIANGLE

possible to complete each day with a personal sense of reward and contribution regardless of what is happening around us? I believe it is. While we may have less than desirable control of our environment, we do have control of our character — how we choose to think and act — regardless of the situation.

As you complete the Character Triangle, you will be able to determine how valuable and helpful these concepts can be in providing a clear guide and benchmarks. While the values of accountability, respect and abundance are generic in definition, these values will be exclusively yours in application. Like most worthwhile things in life, the rewards and benefits from embracing the Character Triangle will come from regular and incremental practice. Remember — success in any area will most effectively be defined by you and your daily interactions with others. ●

Be Accountable

What is your understanding of the concept of accountability? People often think of accountability as a concept best applied to others. “Holding other people accountable” is a common phrase. In business, it’s often seen in mission and vision statements. How often have you heard or considered that someone needs to “hold others accountable”? This approach to accountability may be limiting and, perhaps, even counterproductive.

While it is vital that we all be held accountable, continually putting the emphasis on others merely takes the spotlight off ourselves and our responsibilities. From my perspective, being self-accountable is a much more constructive way to live and work. The very foundation of self-accountability revolves around the notion of taking personal responsibility for whatever situation you are in: good, bad or ugly.

If you find yourself in a situation that is less than desirable, you can respond in several ways. One way is to feel victimized and “point fingers.” As an example, people may ask the following types of questions:

- Why is this happening to me?
- Why don’t THEY...?
- Why do I have to change?
- When are THEY going to...?
- Don’t look at me to do something first.
- That was So-and-So’s responsibility...

In business in particular, it’s almost our “default setting” to point the finger elsewhere when put on the hot seat. It may just be a symptom of self-protection, but in many cases, it’s a symptom of deep and underly-

ing unwillingness to assume responsibility for one’s own actions.

Sometimes, asking these types of questions implies that you have little or no control over your situation. However, we do have total control over how we act and respond to amend the situations we find ourselves in.

Think for a moment and ask yourself, rather than immediately pointing a finger at someone else, wouldn’t it be more effective and productive if you approached your challenges at work (and life) first by asking and answering the questions: In what way and how might you personally make a difference? So, be first. Ask what you can do about a situation, and answer how you might do something about it.

Consider:

- How do you think your boss or teammate would respond if you seriously and sincerely addressed a problem from this perspective?
- Would it make a difference in how you might work together?
- Would it pave the road to exploring better ways of mutually winning versus the corporate duel of thrust and defend?
- Would it make you a better team player?
- Possibly a better team leader?

Why the Blame Game Never Works

When something goes wrong, such as poor quarterly sales, it’s easy to begin the finger-pointing, blame-game explanation of “how bad the market is,” “how we’re actually out-performing some competitors,” “how production was late with product releases,” “the underperformance of a few top sales people,” etc. The blame first/assume responsibility last duel can become interesting. However, what if all parties involved approached the situation with serious self-examination around what and how they might personally do things better to improve results?

If all parties have the self-accountability approach and skill to aim and fire at data, issues and behaviors, rather than a personal test to see “who can out-blame the other,” the “duel” in this case becomes instead a joint assault on changing processes and results. This is fundamentally different for both sides than feeling victimized and blaming. Of course, this approach is not necessarily easier.

Blaming? Now that’s easier. With a simple finger point in somebody else’s direction, it’s no longer your fault or your responsibility. Instead, when we first take personal accountability seriously, we each have to skill-

Summary: THE CHARACTER TRIANGLE

fully analyze and execute appropriate actions. As we all know, this takes additional time, thought and energy. However, despite its greater degree of difficulty, the tone of the interaction changes substantially.

Typically, this focus is much more positive, with interpersonal energy better applied to everyone contributing personal and forward-moving action. The opposite results in less productive, defensive behavior, which is energy-draining, often leading to interpersonal friction.

Key Steps to Becoming More Accountable

Being Accountable does not mean blaming oneself, either. This exercise is not designed to take the blame off of everyone else and put it squarely on our own shoulders. The entire concept of blame is not very helpful, whether pointing at others or ourselves. When the concept of self-accountability is first introduced or revisited, some people rush to “fall on their swords” to demonstrate self-accountability. This is not helpful and, frankly, can come across as disingenuous. Regardless of how it appears, the effect is the same: blame decreases effectiveness, not increases it.

When we're busy blaming others or ourselves, that means we aren't busy finding solutions. We are only identifying those who may have gotten us into trouble. If sales are down, it is absolutely critical to find out why, but only in the sense that we can correct it via practical and effective solutions. Self-responsibility is a forward motion; blame takes us backward.

How to avoid the blame game in your own life? It can be a hard habit to break, but with the following four steps, you can leave the blame game in the past and look forward to a life full of personal accountability:

- 1. Be honest and do it now!** Get the data, and recognize and accept that a situation is not acceptable. Avoidance is often a signal that something is wrong. Be aware of that, and insist on an honest evaluation. If sales are down, developing and executing a plan for getting sales back up is a forward-motion step we can take immediately. It includes discovering why sales were down; knowing why sales were down is necessary to help in determining how to get them back up.

- 2. Be first.** Ask yourself, in advance of expecting anything from others, what you personally might do to change things. The emphasis here is on what YOU can do, FIRST and foremost, even before you consider what someone else might do to help.

- 3. Do what you can do.** Take personal action to improve process and results. Be careful not to underesti-

Dig a Little Deeper and Find a Well

Do you sometimes want to change things? Wish “They” would do something to make things different? What if the “They” were you?

Ryan Hreljac of Canada was inspired at age 7 to raise \$70 by doing extra chores to help build wells in Africa. By 2010, his own charity, Ryan's Wells Foundation, has helped fund more than 550 wells in 16 countries. He has helped supply clean water to more than 700,000 people.

Sometimes it is a matter of asking what and how you can take action to change things. Self-accountability is the courage and confidence to believe you can do something to develop a more desired state of being. This applies at work and outside of work. Each of us has way more power and influence than we often believe. Start now... before you know it, 700,000 people have clean drinking water. Start now ... and your place of work will see the benefit of changes you have initiated.

mate the plan. The solution starts with you. You'll often need others to accomplish the mission, but whether you're the CEO, VP of sales, leader, manager or team member, you can still have a direct impact on the larger organization's results if you take personal action to improve both the process and results. The execution is in the details of the plan.

- 4. Do not “beat yourself up.”** Being self-accountable does not involve blame, including self-blame. Acting with character is a lifelong process, not an overnight achievement.

When starting to approach accountability as a personal matter, it also can be disappointing when others don't reciprocate. It is downright exasperating when others listen to your self-accountable approach and choose not to act in kind. However, it is important to apply self-accountability as a personal value in your character, regardless of the behavior of others. This is about defining your own success by living with character.

The Be Accountable Playbook

- 1. Establish the mindset to improve yourself first.** Approach issues with self-examination of in what way and how you might contribute before asking or expecting from others.

- 2. Always ask in what way and how you might do something.** Begin each interaction with yourself in control by taking responsibility for your action.

Summary: THE CHARACTER TRIANGLE

3. Act self-accountable without expecting reciprocity. Being accountable is more about your character than others. You can be self-accountable regardless of what others do.

4. Avoid blaming, especially self-blaming. There is very little value if any in finding someone to blame. Remember that blame moves you backward, while holding yourself accountable moves yourself forward.

5. Watch out for the “victim thinking” often related to the word “they.” Waiting or wanting the often undefined or mysterious “they” to make things better is often frustrating for all, to say nothing of wishful thinking.

6. Be on the lookout for the “procrastination” signal and under-planning. Avoidance often is a signal that you’re waiting for someone to do something. At the same time, taking action does not imply capricious activity. It takes a plan, and be cautious not to underestimate what is needed to make a sustainable difference.

Feedback in Today’s Workplace

If we wait to get and give performance feedback on an annual basis, it must not matter much. Feedback should be given and received in a much more timely way. Dan Pink, author of *Drive: The Surprising Truth About What Motivates Us*, suggests three things we can do to make a workplace a little more feedback rich.

1. Do it ourselves. Why not establish our own feedback system, such as getting feedback on a regular basis — perhaps once per month — from colleagues on how we’re doing. If we have a boss who’s really thinking clearly, that person will honor and support this activity.

2. Peer recognition. This is a great tool to give feedback. It can range from written acknowledgement on a comment card to allowing team members to award their peers gift certificates for a job well done.

3. Do it with software. There are some great software packages that drive extensive 360-degree feedback — the more timely, specific and constructive, the more effective results.

Great leading companies have feedback systems driving behavior. Self-accountable people find a way to get timely feedback on their performance. ●

Be Respectful

To be respectful is to be willing to see beyond our first impression. As was the case with accountability, it is

imperative to start by putting “self” in front of the word “respect.” To work and live this value, we need to understand what respect means. The root of the word “respect” means to “look again.” Literally, then, to be respectful is to be willing to see beyond our first and often superficial impression. Respect requires us to be genuinely open to what the other person is trying to communicate. So to be true to the root of respect, one has to continuously look at one’s self again and again with openness and understanding. If we treat ourselves with respect first, it’s easier to be genuinely open to others and treat them respectfully, too.

So Respect Is to Be Earned, Right?

We often say respect is “earned,” indicating that others must prove themselves before earning our respect. Yet, if we follow the principle of “looking again,” perhaps respect for others would not come at the price of passing a subjective test to determine if they are worthy.

Think of it this way: Do we personally have to “earn” being listened to, treated courteously, and recognized for contributions? Really? We shouldn’t. In this context, respect is not something to be earned but rather something to be given. To live with character is to give respect unconditionally to ourselves and others.

Everything Is a Process

When we accept the notion that everything is a process, it becomes easier to be open and understanding. If everything is a process, then everything can be viewed as a way or method of doing things. And we can confront the effectiveness of methods and ways without attacking each other personally. This is a subtle but an important principle for people in organizations to learn and apply. It helps us bridge the concepts of being performance- and improvement-driven, while still embracing the value of behaving respectfully.

No one is perfect; everything we do or our coworkers do is a process. And if a process can be understood, it can be addressed and improved. It is respectful — and necessary — to continuously improve our processes.

Listen With Understanding

Listening with understanding is hard work. One has to be present. We have to care what others are saying and meaning. There can be no respect without active listening. When you genuinely open yourself to take another look to understand an individual, the respect value is significantly enhanced.

Listening doesn’t always mean agreeing. Aristotle stated, “It is the mark of an educated mind to be able to entertain a thought without accepting it.” In fact, highly

Summary: THE CHARACTER TRIANGLE

respectful organizations are invigorated with constructive disagreement and conflict. A company filled with “yes” men and women often means a company with no objective viewpoint and one that is out of touch with the competition and customer.

The STP Model and Process

Here is a simple tool you can use to help with your listening dialogue. It’s called STP: Situation — Target — Proposal. It’s timeless and yet so simple to apply. The essence of STP is that if you work to understand the current environment (Situation) and objectives of others (Target), then action-based dialogue (Proposal) often has a successful outcome.

Situation (Define the Situation)

Generate and reach agreement on a comprehensive list of situation statements:

- What is the situation we’re facing?
- What data do we have about what is going on?
- What is working well?
- What is wrong with the way things are going?
- Where is the problem occurring?
- How serious is this?
- What are people’s reactions to what’s going on?
- What might be the cause of the problem or situation?
- What might need help or hinder identifying a feasible solution to the problem?
- Are there situational facts and data we do not have and need to collect?

Target (Identify Targets)

Generate and reach agreement on a comprehensive list of target statements:

- How would you describe the ideal situation?
- What does success look like?
- What are our goals?
- How would things be different if the problem were solved?
- What differences would we like in the way we do things, in the way people work together, and in our methods or equipment?
- What major and minor outcomes do we want from this situation?

Proposal (Develop Proposals)

Generate and reach agreement on a comprehensive list of proposal statements:

- How can we get from where we are to where we want to be?

- What can we do to solve the problem?
- What actions should we take to immediately remedy the situation?
- What actions should we take for long-term prevention?
- If we didn’t have any constraints (time, financial, etc.), what could we do to solve the problem?

Final Steps

Plan to close the Situation — Target (S — T) gap:

- Check for conflicting targets.
- Group S-statements that relate to the targets.
- Identify S — T gap.
- Identify proposals that close S — T gaps.
- Reach agreement on proposals to implement (may use ranking and voting to facilitate decision-making).
- Put proposals into action.
- Convert proposal into action.
- Plan — identify who does what and when.

Ensure the action plan assigns responsibilities to track completion and results.

Embracing Diversity

Diversity is a matter of benefitting from the unique angles of other people. Of course, when we capture the best combination of race, ethnicity, region, religion, culture, age, perspective, etc., we demonstrate the sincerest application of respect. The richness of organizational diversity is directly related to how effective we are in listening and understanding the many viewpoints of others.

Be Nice, Be Kind, Be Present

In business, it’s necessary to be tough-minded, make hard decisions, and act decisively, but “tough” is not synonymous with “mean.” The most admired people in organizations are usually the nicest as well. They treat people the same respectful way regardless of place, position or stature, whether they work in the corner office or on the front lines. Arrogance and respect do not go together. Being nice and kind, while perhaps sounding mushy, is fundamental to acting with respect.

Respectful people also work hard to be physically and emotionally present when they interact with others. They have a commitment to be “in the now.” This is another important attribute when it comes to respect. How thoughtfully do you give your undivided attention when working with your colleagues?

The Be Respectful Playbook

1. Start with “self” first, and “look again.” Take the time to reassess and reevaluate every situation from

Summary: THE CHARACTER TRIANGLE

an “inside out” perspective by putting the “self” before “respect.” Take the time to look again with openness and receptivity.

2. Remember that everything is a process, and all processes can be improved. A process is distinct from the person.

3. Always examine the process, behavior and situation first; never attack a person. Remember, open dialogue and discussion — even disagreement — does not equal personal attacks and petty sniping.

4. Treat yourself the way you want others to be treated; then do it. Be nice. One can be very tough-minded and results-driven and still be courteous and accessible to all others. Arrogance provides no value.

5. Listen with understanding; be present, and look at every perspective. Diverse angles and great dialogue are fundamental to being respectful. Give others your full attention when interacting.

6. Use the STP process as a great listening tool, problem-solving process, and a way to get people aligned. ●

Be Abundant

People tend to lean either toward a philosophy of abundance or a philosophy of scarcity. What’s the difference? Well, it’s all about attitude connected to behavior that validates a way of thinking. Abundance-oriented people seem to approach work and life in general as if they were meant to be prosperous. The wonderful thing about these people is that they see the objective of life as development and growth. Even better, when they can’t actually touch, see or feel them, abundance-oriented people believe the resources for their success are available — somewhere.

Abundant people do not have to take anything away from anyone else to be successful. They believe that it is a divine right for every person to create, advance and grow and not to impede others that growth.

Don’t be confused: abundance-oriented people live within the same resource constraints that scarcity-thinking people do; they can’t just “wish it” and make more resources appear. However, abundance-oriented people don’t allow a lack of resources to be the reason why they can’t find a way to move their situation to a more desirable state. Going back to self-accountability, if they don’t have what they need, abundance-oriented people ask and answer what and how they need to do, get and be where they want to be.

It is literally fun to work beside — or with — someone who is abundance-focused. They are competitive, but rather than being out to beat someone, the essence of their competitive drive is to advance something for themselves, for teammates, coworkers, colleague — for all involved. Abundance-oriented people relish other people’s success and achievements. Such people see abundance everywhere and not just in mere things. A coworker’s positivity, or resourcefulness, a life lesson, a strategy, an example, a formula all are seen as tools to become more abundant.

Abundance as a State of Mind

Abundance as a state of mind contributes materially to attracting the resources you need to get things done. This doesn’t mean things come easy or that life is without worry. And having strong beliefs and actions based on self-accountability and respect are brother and sister to being abundant.

Abundant-thinking people are prepared to live in the world of uncertainty. They take calculated risks because they have faith that things will work out for the better.

Climbing to the Top of the Character Triangle

Erik Weihenmayer has climbed every major summit in the world. This is an incredible feat in its own right, but Erik makes this accomplishment astounding due to the fact that he is blind. You’ve probably all imagined the difficulty of climbing Mt. Everest ... but climbing it blind? Erik accomplished that. Now, that’s character!

Erik embodies every element of the Character Triangle. When he became unexpectedly blind as a teenager, he could have blamed the world. Instead he asked himself what and how he might respond. How about deciding to climb every major challenge in the world? Now, that is self-accountability.

Erik’s life teaches us about respect by the way he prepares for every climb. He respects each peak and pays homage by his preparation and attention to detail. Additionally, he ropes up with every person on his team. He listens to each peak and the teams that help him reach it.

When it comes to being abundant, Erik also sets the bar. In Tibet, blindness is a basis for discrimination. When Erik became aware of this, he responded by embracing blind Tibetan kids and teaching them to climb ... the pinnacle being Everest. Now, that’s being abundant.

Summary: THE CHARACTER TRIANGLE

They believe, often unfailingly, that you cannot succeed with an attitude of doubt and unwarranted anxiety (fear). Abundant people recognize that even success is in a constant state of flux, and to arrive at a plateau is the platform for a new beginning. Change brings growth, and growth brings success; and all are part of the abundance process.

Jealousy and negativity are a part of daily work life. But think about that for a moment: What good is ever derived from acting with jealousy or negativity towards anyone? Contrary to what your ego may be whispering over your shoulder, abundant people applaud the recognition others receive.

Abundance does not exist in a vacuum (or in the mind alone), and it cannot flourish without taking action. The best way to reinforce abundance is to be the most generous, giving person you can be at work (and in all aspects of life). This means sincerely giving of oneself without expecting payoff.

The Be Abundant Playbook

1. Be self-abundant in thinking. Being abundant is a state of mind. Be self-abundant first. If you see yourself as prosperous, you will be focused on becoming prosperous. If you see yourself as lacking, you will focus on all that you lack. Remember that we have to be self-abundant first.

2. Act with abundance; take calculated risks. Embrace the deeply held belief that all things will work out for the best and that you have the right to material wealth, peace of mind and health.

3. Avoid negative people and people who want to take instead of give. Jealous and mean-spirited people are intent on making themselves feel better by taking from others.

4. Be as generous as possible in as many ways as possible. Believe in the virtue that those who give will receive and that helping others is both giving and receiving at the same time.

5. Avoid giving based on conditions. Be abundant; just give. ●

Character Triangle Points to Remember

Living with character and applying the Character Triangle is a belief and action habit system. Each of the following is equally important to the Character Triangle's successful contribution in living out your life's purpose.

• **Belief.** Don't let studying the Character Triangle be your "flavor of the month" idea before relegating it to your "business bookshelf" with all the other great ideas that sounded good in theory but never took root in your active, daily belief system. For the Character Triangle to have a personal impact, you must first understand it and believe in its three core elements.

• **Action.** Beliefs are the foundation, but they become alive when acted upon. So when you truly begin to believe in the Character Triangle, you must take it one step further and act on those beliefs. Apply the playbook. Practice everyday.

• **Habit System.** We can't just live with character when it's convenient. Living the Character Triangle must be a systematic and habitual part of your daily life plan. Additionally, the three values of Accountability, Respect and Abundance act in reinforcing unison as a powerful trinity. Each value stands on its own legs, but the Character Triangle is a habit system.

We Define Success

As a system, the Character Triangle helps us get the most out of our work (and life) situations. By applying Accountability, Respect and Abundance together, that is, living in the Triangle, we put ourselves in much greater control. While we cannot control what others do, we can control how we think and act. We personally become the most important determinant for thriving and winning at work and life.

But remember, living in the Triangle does not equal perfection. For example, there may be factors outside of one's control that impact the outcome. Being cognizant of these enhances your decision-making. Applying the Character Triangle in tandem with one's own raw intelligence illuminates but does not guarantee the desired result. But when we live in the Triangle, we know the journey we've taken. We can be proud of that. ●

RECOMMENDED READING LIST

If you liked *The Character Triangle*, you'll also like:

1. **Leading with Character** by John J. Sosik. Sosik offers a unique collection of fascinating stories about 25 famous leaders from business and history.
2. **One Piece of Paper** by Mike Figliuolo. Based on Figliuolo's "Leadership Maxims" training course, readers will learn to create a living document that communicates their values, passions and goals to others.
3. **Common Purpose** by Joel Kurtzman. Kurtzman helps readers understand the concept of common purpose. He tackles the task of uniting people to create oversized, measurable results.