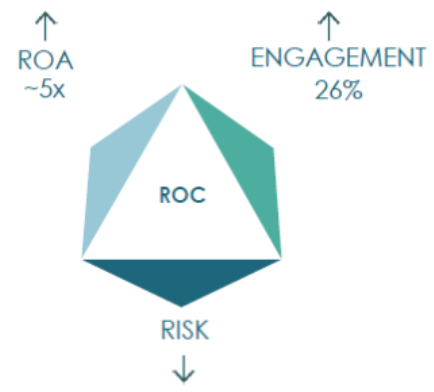




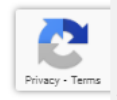
Return on Character® Assessment

The Return on Character® (ROC) Assessment is designed to assess and unlock executives' most powerful asset, Leadership Character, which can either supercharge or undermine their ability to successfully execute critical business skills.

It is based on KRW's ground-breaking research detailed in *Return on Character* (Harvard Business Review Press) which found that organizations led by high character leaders experience an astonishing **~5x greater return on assets (ROA)**, **26% higher work-force engagement**, and notably less risk as compared to organizations led by self-focused leaders.



What It Tells You



Return on Character® Assessment

https://krw-intl.com/solutions/return-on-character-assessment/

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What It Tells You

For both teams and individuals, the Return on Character® Assessment provides personalized feedback on:

CHARACTER (WHO YOU ARE AS A LEADER)

The essential habits of Leadership Character that drive the most value in business: Integrity, Responsibility, Forgiveness, and Compassion.

IMPACT (YOUR IMPACT ON ENGAGEMENT)

Five key behaviors that are indicative of impact on organizational systems and lead to high workforce engagement.

SKILLS (WHAT YOU DO AS A LEADER)

The leadership skills that have higher impact on maintaining sustained positive business results: Decision Making, Vision and Strategic Focus, Accountability, Communication, Collaboration, and Team Leadership.

YOUR PREDICTIVE POSSIBILITIES

The one or two behaviors participants can focus on from the assessment data to have the greatest impact on improving their performance.

<https://krw-intl.com/solutions/return-on-character-assessment/> (October 4, 2022)

Browser tabs: You searched for ROC - KRW Int... ROC Certification - KRW Internat...
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Page header: KRW INTERNATIONAL | INFO@KRW-INTL.COM | +1 202-734-7225
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ROC Certification

Overview

The Return on Character® (ROC) Assessment is designed to assess and unlock executives' most powerful asset—Leadership Character—to supercharge their ability to successfully execute critical business skills. Rather than focus on skills, the ROC Assessment focuses on WHO the leader is and aligning their intent with actions. The ROC Certification process will teach you about the fundamentals of Character Science, interpretation, and administration. Participants go through the entire ROC Experience with their own assessment so they can understand the client experience.

Participants learn how to:

- Help clients leverage their leadership toward achieving measurable KPIs relevant for them and/or their team
- Measure their impact on their clients using KPIs
- Pinpoint the 1-2 behaviors that will have the greatest effect on their performance to maximize their impact as a leader



The logo is circular with a blue border. Inside, the word "INDIVIDUAL" is at the top, "ROC" is in the center on a red-to-green gradient bar, and "CERTIFIED PROVIDER" is at the bottom. Below the circle is the "KRW Research Institute" logo.

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Certification Options

Certification



We believe that participants are experts in their fields and markets and know best how to apply ROC to the greatest advantage of their clients. Our ROC Certification is designed to give facilitators the skills to customize and deliver and their own ROC experience by first going through the ROC Experience themselves. This course begins with participants experiencing the ROC Assessment from the client's perspective. From there we teach the fundamentals of Character science, along with interpreting, delivering feedback, and applying the ROC Assessment.



Certification + Co-Delivery

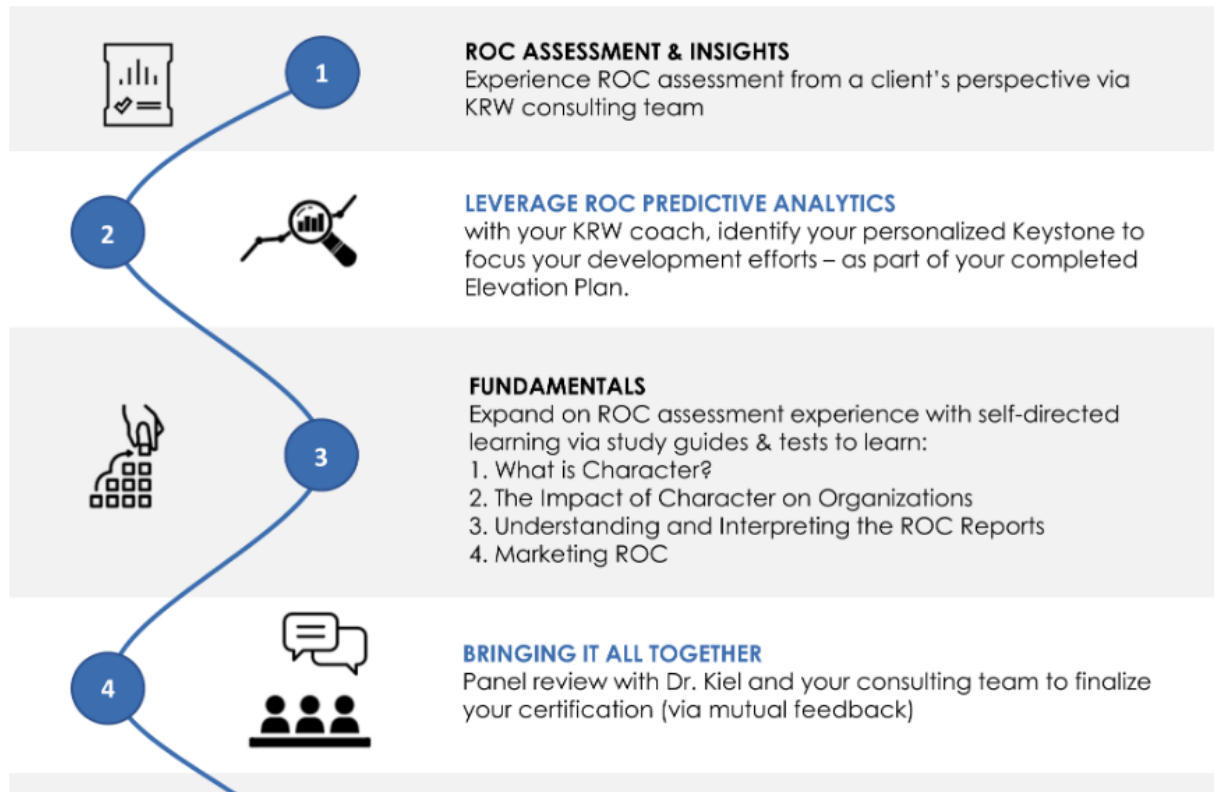
Designed for practitioners who want to gain a deeper understanding of how to deliver the ROC Experience. This intensive add-on increases facilitator confidence by co-facilitating the ROC Experience with a KRW Coach within the framework of a real client setting of your choosing. Our objective is to ensure participants and their clients are getting the most from the data, finding the highest-leverage focus, and applying the most cutting-edge insights. We stay with you from the first step through to helping your client craft their Elevation Plan.

Individual Certification Journey





Individual Certification Journey





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4  **BRINGING IT ALL TOGETHER**
Panel review with Dr. Kiel and your consulting team to finalize your certification (via mutual feedback)

5  **ROC PROVIDER**
Upon successful completion of the panel review, you will be granted ROC Provider certification and a per-use license for the ROC Individual Assessment. With the signed contract comes:

- ROC Provider badge for LinkedIn, your website, bio
- Membership to the ROC provider community platform

6  **YOUR FIRST SOLO ASSESSMENT**
One complimentary ROC assessment to use with a client. The KRW RI team is there in the background to support you and encourage you to maintain your momentum by using it soon after certification.

+  **OPTIONAL + FEE**
LEARNING BY DELIVERING ROC TO YOUR CLIENTS
The best way to learn the KRW ROC methodology is within the framework of a real client setting. Your KRW Coach will co-facilitate your first ROC client who would benefit most from the KRW methodology. We stay with you from the first step through to helping your client craft their Elevation Plan.

[Get Certified](#)

[Privacy - Terms](#)

<https://krw-intl.com/roc-certification/> (October 4, 2022)

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Return on Character® (ROC) Elevation Experience

Who you are as a leader has more influence on the impact you have than the sum total of the hard skills you bring to the table. With the Return on Character® (ROC) Assessment at its core, this program offers senior leaders a unique opportunity to cut through the noise by focusing on a single keystone Character habit rather than a long to-do list when elevating their leadership impact.

We help leaders identify the Character habits that impact skills for creating better engagement, execution, and business results. Over a period of approximately 3-12 months, coaches lead clients through four phases of growth toward Virtuoso leadership—starting and ending with the business impact.

What You Learn

Who You Are As a Leader	What You Do As a Leader	Your Impact As a Leader	Your Predictive Possibilities®
The essential habits of Leadership Character that drive the most value in business: Integrity, Responsibility, Forgiveness, and Compassion.	The leadership skills that have higher impact on maintaining sustained positive business results: Vision, Accountability, Decision Making, Communication, Collaboration, and Team Leadership.	Five key behaviors that are indicative of your impact and lead to high workforce engagement.	The one or two behaviors you can focus on from the assessment data that will have the greatest impact on improving your performance.

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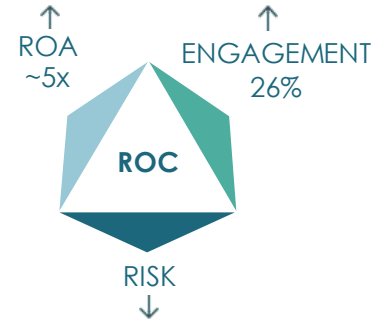
<https://krw-intl.com/executive-development/> (October 4, 2022)

Return On Character® Individual Leader Assessment

WHAT IT IS

The Return on Character® (ROC) Assessment is designed to assess and unlock executives' most powerful asset, Leadership Character, which can either supercharge or undermine their ability to successfully execute critical business skills.

It is based on KRW's ground-breaking research detailed in [Return on Character](#) (Harvard Business Review Press), which found that organizations led by High Character leaders experience an astonishing **~5x greater return on assets (ROA)**, **26% higher work-force engagement**, and **notably less risk** as compared to organizations led by self-focused leaders.



WHAT IT MEASURES

Character (Who You Are): The essential habits of Leadership Character that drive the most value in business: Integrity, Responsibility, Forgiveness, and Compassion.

Skills (What You Do): The leadership skills that have higher impact on maintaining sustained positive business results: Decision Making, Vision and Strategic Focus, Accountability, Communication, Collaboration, and Team Leadership.

Impact (Your Impact on Engagement): Five key behaviors that are indicative of impact on organizational systems and lead to high workforce engagement.

The collage displays several pages from the 'Return on Character® Individual Assessment Report' for Alex Smith. Key sections visible include:

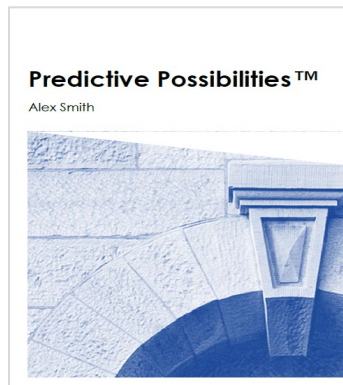
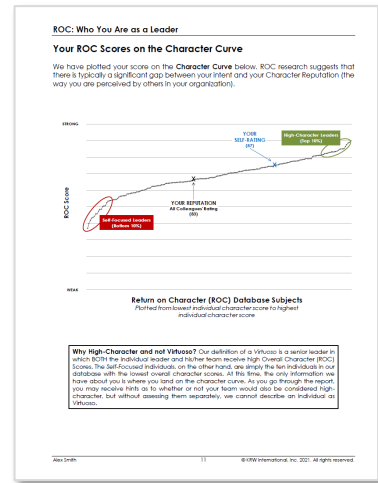
- ROC: What You Do as a Leader**: 'Your Skills Overview' with sub-sections for Decision Making, Vision, Strategic Focus, Accountability, and Communication. Each section includes a self-score and behavioral insights.
- ROC: Who You Are as a Leader**: 'INTEGRITY' section with a self-score and behavioral insights.
- ROC: Who You Are as a Leader**: 'RESPONSIBILITY' section with a self-score and behavioral insights.
- ROC: Who You Are as a Leader**: 'FORGIVENESS' and 'COMPASSION' sections with self-scores and behavioral insights.
- ROC: Who You Are as a Leader**: 'CHARACTER HABITS SCORES' section showing scores for Integrity, Responsibility, Forgiveness, and Compassion.
- Impact on Engagement**: A line chart showing scores for five key behaviors over time.
- Summary and Recommendations**: A page with numbered action items and a final score.

HOW IT WORKS

Leaders invite feedback from relevant stakeholders: managers, peers, direct reports, internal clients, etc., and receive their data in a personalized Insight Session with a certified ROC coach.

All results are **benchmarked against our global database of** leaders from a broad range of profit and not-for-profit sectors, helping leaders learn how they compare to others and gain clarity about the potential gap between their intent (self-ratings) and their reputation (colleagues' ratings).

Leaders receive their **Predictive Possibilities™** report, and in consultation with their coach identify their Keystone Habit so they can focus on one thing that will have the greatest impact.



Predictive Possibilities™

When getting feedback, we often equate the lowest score with the change we most need to make. This is not always the case. Our data suggests that sometimes the behavior that has the most impact—the one that is closely correlated with many other behaviors—is not always your lowest score.

Below are your seven lowest Character scores. We focus on Character because our research shows that who a person is (Character) within an organization is more powerful than what they know how to do.

Using the comparative data in the KRW ROC database, we have identified which of these lowscoring behaviors will more likely have the strongest impact—what we see as your **Most Influential** behavior. This behavior is shaded and bolded on the list below. The following page shows you the impact of your **Most Influential** behavior as well as a second option that you may want to consider.

YOUR 7 LOWEST CHARACTER SCORES

Behavior	Your Score
1 When someone makes a mistake or is failing at a task, even if the person was well-intentioned and has learned from the mistake, Alex will not forget about it or let it go. (he will hold a "grudge" or hold the mistake against the person for the long term.) (FORGIVENESS)	44
2 Alex acts as if he believes that when things go wrong, it is because someone else has failed or made a mistake. (RESPONSIBILITY)	48
3 Alex has a long memory for mistakes. He does not move on, even after a person has demonstrated that Alex has learned from the mistake. (FORGIVENESS)	64
4 Alex acts as if he believes that being compassionate is not appropriate in the workplace. (COMPASSION)	70
5 Alex anticipates and removes potential barriers or obstacles that prevent his people from accomplishing important organizational goals. (RESPONSIBILITY)	71
6 Alex pays attention to the development needs of his people. (COMPASSION)	72
7 Alex forgives and forgets (and moves on) when a well-intentioned person has made a serious mistake. (FORGIVENESS)	76

➡ MOST INFLUENTIAL
➡ SECOND OPTION

WHY IT'S DIFFERENT FROM OTHER 360s

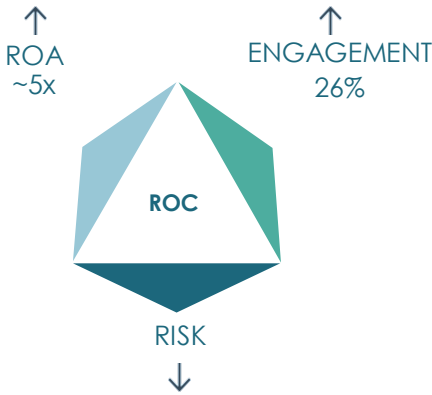
We leverage keystones to get you where you want to be, faster.

KRW's predictive analytics leverages the principle from neuroscience that sometimes a habit can spark a chain reaction of other good habits and behaviors that bring indirect benefits beyond the expected ones. This more powerful habit is known as a **Keystone Habit**.

Our **Predictive Possibilities** tool identifies the one or two most powerful behaviors from the assessment data that will not only have the greatest impact on improving performance but also bring other desirable benefits along for the ride—meaning as you improve one habit, other habits and skills will improve at the same time with very little extra effort.

Everyone Profits From Character

RETURN ON CHARACTER®



Character-driven leadership sets the standards for the principles, expectations, and behaviors that shape an organization's culture, drive workforce engagement, and fuel organizational dynamics—all of which are major drivers in the organization's readiness to execute its business plan.

Compared to organizations whose leaders demonstrate low character, those with high Character reputation experience an astonishing **~5x greater return on assets (ROA)**, **26% higher workforce engagement**, and **notably less risk**.

The business results achieved through this combination represent the organization's **Return on Character® (ROC)**.

EVIDENCE-BASED SOLUTIONS

We partner with clients to build character-based leadership cultures through senior team and organizational development, leadership development programs, and individual and cohort coaching, customized for their unique context and need.

Our evidence-based Return on Character® solutions are anchored in assessments and predictive analytics that cut through complexity to measure and predict which habits individuals and teams can leverage to have the most productive impact on their goals.



FOCUS FOR IMPACT: THE NEUROSCIENCE OF KEYSTONES



KRW's predictive analytics leverages the principle from neuroscience that sometimes a habit can spark a chain reaction of other good habits and behaviors that bring indirect benefits beyond the expected ones. This more powerful habit is known as a **Keystone Habit**.

Our **Predictive Possibilities® tool** identifies the one behavior from the assessment data that will not only have the greatest impact on improving performance but also bring other desirable benefits along for the ride—meaning as you improve one habit, other habits and skills will improve at the same time with very little extra effort.

Return On Character® (ROC) Elevation Experience

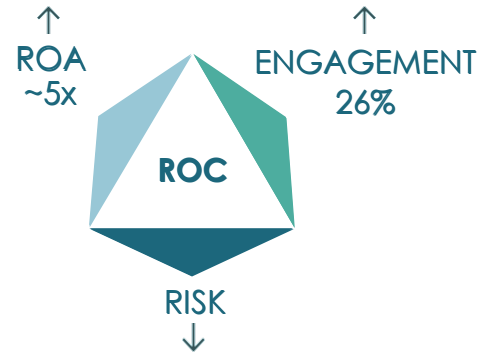


	Launched Assessment & tools to manage your own development	Guided Guided support through development journey to ensure traction	In-Depth Comprehensive coaching for operating in complex environments
Personal elevation coach	✓	✓	✓
Personal qualitative and quantitative success metrics	✓	✓	✓
ROC 360+ survey* with colleagues and peers, family and friends	3 rater groups	Up to 5 rater groups	Up to 7 rater groups
Benchmarked data on leadership strengths, opportunities & impact	✓	✓	✓
1:1 coaching to receive and integrate feedback (Insight Session)	~half day	~ 1 day	~1.5 days
1:1 coaching to consolidate themes and implications from data	✓	✓	✓
Personalized Predictive Possibilities® report identifying Keystone Habits for elevation	✓	✓	✓
Personalized Habit Loop for implementing Elevation Plan	✓	✓	✓
1:1 coaching for crafting leadership vision & Elevation Plan	✓	✓	✓
Elevation alignment meeting with client, coach, and sponsor	✓	✓	✓
Unlimited email/text access to elevation coach		✓	✓
Work style assessments		✓	✓
Unlimited phone access to elevation coach			✓
1:1 ongoing coaching sessions around Keystone Habit implementation		6	12
Mid-point and end-point sponsor meetings			✓
Reassessment or pulse check		✓	✓
Duration	3 mos	6 mos	12 mos
	\$22,750	\$29,750	\$49,750



STEP UP YOUR SENIOR TEAM'S ABILITY TO DRIVE RESULTS

Our research shows that senior team Character reputation is a unique, significant **predictor** for an organization's total performance. Quite simply, **strong character drives organizational ROA, engages employees more fully, and mitigates risk.**



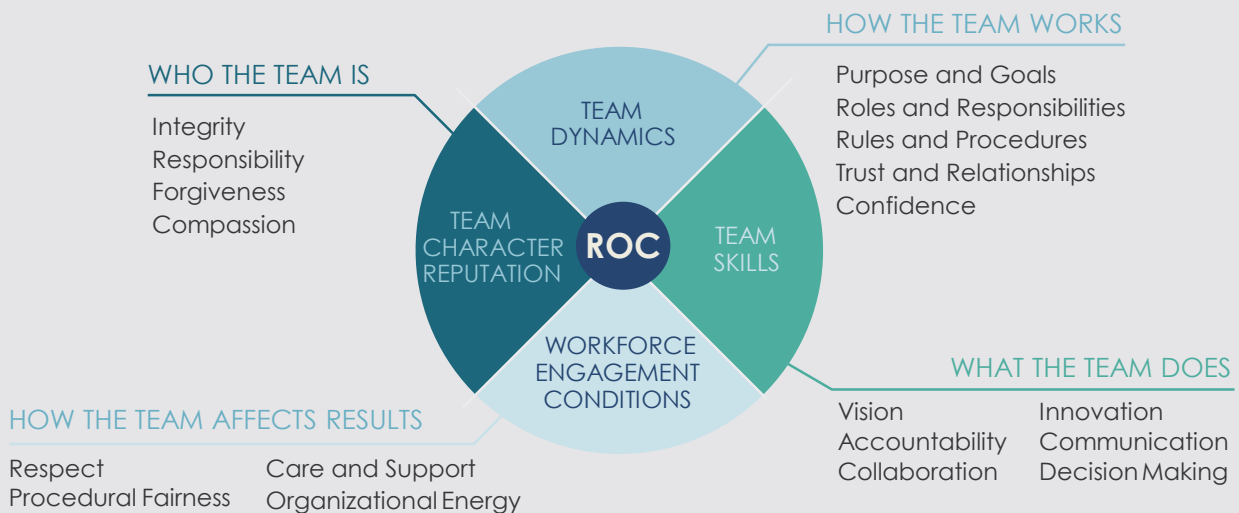
We now know that the value senior teams bring to an organization is determined by both their Character and their business skill sets. The business results achieved through this combination represent the organization's **Return on Character® (ROC)**. Organizations led by senior teams with a strong Character reputation average an astonishing **~5x greater return on assets (ROA)** and **26% higher workforce engagement** than those led by low Character senior teams. They also show **lower levels of corporate risk**, as measured by audit fees and legal events.

BUILDING A CUSTOMIZED DATA-DRIVEN ROADMAP

Our four-phase Senior Team Elevation Platform (STEP) begins with the Benchmark phase. We assess the team's capacity to create optimal conditions for a highly engaged workforce to execute brilliantly on the vision and strategy and to achieve a positive Return on Character® for your organization.

BENCHMARK PHASE

CHARACTER REPUTATION | TEAM DYNAMICS | STRATEGIC SKILLS | ENGAGEMENT CONDITIONS



IDENTIFY YOUR HIGHEST LEVERAGE OPPORTUNITIES WITH PREDICTIVE ANALYTICS

DISCOVERY PHASE

The Discovery Phase guides senior leadership through the results of their benchmark data and character assessments. Our proprietary **Predictive Possibilities** tool identifies the highest leverage opportunities that will make the most difference in the team's ability to improve the organization's bottom line. By understanding the individual and collective Character dimensions that drive the most value, teams can home in on the one behavior—their Keystone Habit—that will have the greatest impact and will result in cascading benefits in other areas of risk mitigation, collaboration, observed skills, and employee engagement.

Discovery includes a full analysis of benchmark data and open-ended comments, culminating in a facilitated discussion between our executive development experts and the senior team to address the results and craft a data-driven action plan with the highest probability to improve your organization's performance.

We will work together to establish goals and KPIs for the team and each participant. These will focus the team's ongoing work, and senior KRW consultants will check in with each team member periodically.

ELEVATION PHASE

The Elevation Phase is the support strategy to gain sustained behavioral change.

This period is critical to maintaining momentum, tracking key business KPIs with custom dashboards, and igniting change. KRW partners with clients in a number of ways depending upon each team's Keystone Habit(s), greatest challenges, dedicated commitments, and internal resources.

We also help senior teams with ongoing customized support activities, including:

- Quarterly Team Coaching
- CEO Coaching & Support
- Designing & Supporting Peer Coaching Networks
- Pulse Checks
- Senior Team Member Coaching
- HR Partner Masterclass and Strategic Support
- Character-Led Leadership Development Programs for Next Layer of Management
- Additional Cascading Tools (e.g., Train-the-Trainer, Online Learning Journeys)

“As a direct result of using [the STEP] process to help us through a major challenge, we doubled revenue, pushed customer retention to near 90%, and grew customer satisfaction by 20% over the next three years.”

—CEO, Healthcare Software Firm

WHAT NEXT?

This flyer presents only a high-level overview. Contact KRW International at info@krw-intl.com or **+1 612 338 3020** (US Central Time) to discuss the STEP program in more detail. With senior certified consultants in North America and Western Europe, we have the global resources to help your firm realize—and monetize—the practical benefits of building and displaying strong executive Character.