

Handy Chart of Virtues*



VIRTUE	MEANING
Impeccability	The aggregate of the workplace virtues combined with a high personal standard of continuous improvement. A “conscience” or “superego,” applied beyond just situations where there’s a clear choice between good and bad; adaptability and agility.
Presence	Showing up; bringing oneself to work; contributing to the enterprise.
Authenticity	Acting and communicating as a real individual; presenting one’s true self; speaking and writing sincerely and with a genuine desire to communicate; suppressing great gasying wordes.
Manners	Appropriateness, good behavior, propriety, adherence to form, politeness, civility; one’s “manner of acting and being in the world” more generally; one’s habits, tastes, and sensibilities. And putting the fork on the left.
Care	Disposition to meet the needs of those one is collaborating with toward a common cause, and those one affects through one’s work; supporting coworkers in their vulnerabilities and insecurities; inclusivity.
Courage	Making difficult decisions; not hiding behind data or bureaucratic rules or deferring decisions until too late; taking responsibility for decisions; ignoring workplace bullies; calling attention to and disrupting unethical practices and rising to action in a complex world where there are no given right answers.
Humility	Willingness to accept, at least provisionally, that others might be slightly more right or that they might know more.
Intellectual integrity	Commitment to the rigorous use of the tools of the trade; presenting both sides of any story; bringing knowledge, derived from study and experience, to one’s activities. Unwillingness to distort information or hide bad news; honest and informed use of data; using data with openness and curiosity and making sure one’s inferences from it are justified.
Curiosity	Continuously learning, being open to instruction, and having a learning mindset.
Stewardship	The essential <i>management</i> virtue: accepting responsibility for advancing the ends of the organization as a whole rather than applying organizational power to control a section of the org chart.
Inclusivity	Using the diverse skills of the organization to achieve the company’s results; making sure the company and the employees gain the advantage of all the skills, experience, creativity, enthusiasm, etc. brought by all team members; stewardship through enablement, harmonization, vision, support, and impediment removal.
Justice	Similar to but broader than the bureaucratic ideal of fairness, includes equity and helping others achieve their full potential.
Respect	Honoring the autonomy and dignity of individuals; seeing the human through the number.
Practical wisdom	Making decisions where there are multiple, competing imperatives, especially when inherited bureaucratic values compete with new, digital ones; weighing the facts, needs, and players in a situation and applying the virtues appropriately.
Brevity	Test case failed.

*Unless you know better ones.