



A FRAMEWORK FOR HIGH-IMPACT
LEADERSHIP, STRATEGY AND PERFORMANCE

PURPOSE PERFORMANCE AUTHENTIC
PERSIST CHARACTER TEAM
C3P3 LEADERSHIP
VISION COURAGE PART-WITH
IMPACT PIVOT CONVICTION
RESILIENCE STRATEGY TRUST DECISIVE

ANDREW F MIDDLETON

C3P3 Leadership

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A Framework for High-Impact
Leadership, Strategy, and Performance

Andrew F Middleton

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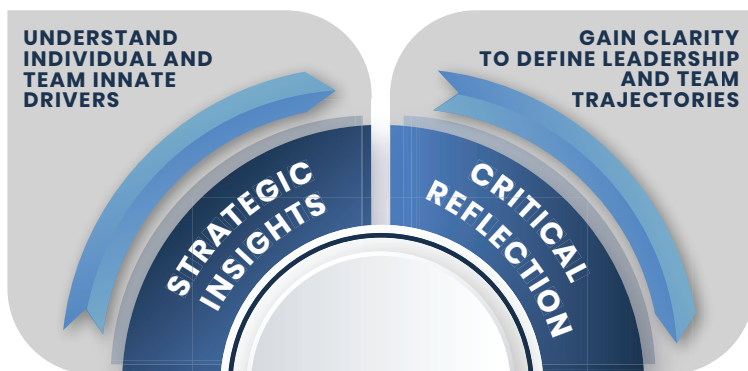
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PART 1

The Core of Leadership—C3

CHARACTER - COURAGE - CONVICTION



The C3P3 leadership journey begins with understanding who you are. This means knowing how your energy, skills, personality traits, and even behavioural tendencies work together to shape who you are as a leader. These insights form the foundation of both the C3P3 Framework and effective leadership more broadly.

The journey is anchored in character, courage, and conviction,

three essential elements for developing strategic insight. And these are the elements that we'll be covering in the first part of this book. Let's get started.

- Character is about knowing who you are at your core—your values, personality, instincts, and behavioural patterns.
- Courage is the willingness to confront uncomfortable truths, challenge assumptions (including your own), and embrace vulnerability as a source of strength.
- Conviction reflects your commitment to personal growth through honest reflection, learning from assessment tools and feedback, and continually striving to be the best version of yourself.



CHAPTER 1

Character: The Bedrock of Leadership

The Decoy Mission: A Test of Leadership

During a deployment to Afghanistan, I had the opportunity to work closely with British, Dutch and US helicopter forces. It was a reunion of sorts, as I had previously served with the United Kingdom's 847 Naval Air Squadron in 2003. Reconnecting with old colleagues in a war zone brought a sense of familiarity amidst the chaos.

At the time, we were running daily helicopter operations in Helmand Province, but a persistent and deadly threat loomed over these operations. The Taliban had acquired and positioned an anti-aircraft artillery (AAA) weapon in the region—likely a ZPU-2 or ZPU-4. This type of weapon consisted of Soviet-era

14.5mm heavy machine guns mounted on a towed chassis or vehicle. This weapon was a menace to our air assets, particularly the Boeing CH-47 Chinook helicopters that were critical for resupply and troop movements because it was easy to move and extremely effective.

The Taliban also employed a deadly strategy in using the weapon. They'd keep the weapon hidden until they heard the rotors of an approaching helicopter. Once within range, the gunners would rapidly deploy the guns, fire upon the aircraft, and disappear before our side could muster any sort of counterattack.

The ongoing attacks had forced our aviation operations into a defensive posture, and this meant that our ability to support our ground forces was limited. Something had to be done.

A briefing was called at Kandahar Airfield, led by a senior aviation officer, a leader known for his boldness and tactical acumen. At the briefing, he presented a radical plan to eliminate the threat once and for all.

His idea was simple in concept but extraordinarily risky in execution. He proposed using a CH-47 Chinook as bait. The plan called for flying a Chinook deliberately low and slow through the area where the Taliban weapon had been reported. The goal was to lure the enemy into revealing their position by opening fire. The plan was risky because the Chinook, a tandem-rotor, heavy-lift transport helicopter, was one of the most valuable assets in

our arsenal but also one of the most vulnerable. It was large, slow, and lightly armed, which made it an easy target for anti-aircraft fire.

The second part of the plan, and what the Taliban wouldn't know, is that we would also have an AH-64 Apache attack helicopter loitering high above in a concealed standoff position, out of sight and beyond earshot. The Apache, one of the most advanced and lethal attack helicopters in the world, was to be armed with AGM-114 Hellfire missiles, 70mm rockets, and a 30mm chain gun. The moment the Taliban-controlled anti-aircraft weapon exposed itself, the Apache would strike with pinpoint precision, destroying the threat before it could fire on the Chinook.

It was a gamble for sure, but a calculated gamble. The success of the plan relied entirely on timing—if the Taliban gunners were fast enough, they could fire on the Chinook before the Apache had a chance to neutralise them. If the Apache was faster, we had a chance to take out a weapon that had been hampering our ability to support our troops for too long. The margin for error was razor-thin, and the potential cost was catastrophic.

Recognising the immense risk, the officer made a declaration that underscored his character and leadership—he would personally fly the mission. He believed that if someone was going to fly into harm's way, it should be and would be him. He would not order any of his pilots to undertake such a dangerous task.

However, the Chinook required a co-pilot, and for this, he asked for a volunteer.

In an instant, every single pilot in the room raised their hand.

The weight of that moment was profound. It was a testament to the spirit of those who serve—men and women who understood the risks but refused to let their commander face them alone. It was also an affirmation of the leadership, trust, and deep bonds that the squadron had for this officer and each other.

Character is your suite of
individual mental and moral
qualities that make up the
kind of person that you are.

That day, character and courage were not just concepts—they were choices made by every pilot in that room. And it was a moment that I will never forget.

At the Heart of Every Great Leader Lies Character

That day in Afghanistan, we were shown the character that lies at the heart of a great leader. But having strong character isn't just required for military leaders—it's vital for all leaders.

Character for all of us is your suite of individual mental and moral qualities that make up the kind of person that you are. And character is the foundation of leadership.

Character defines the way that others see us, our intentions, decisions, and actions. Without strong character, no leader can command trust, and without trust, leadership is merely a title. It simply can't deliver true influence.

Character can include a wide range of different qualities and traits. However, when it comes to character traits for leaders, there are four that are hugely important. These are:

1. Integrity
2. Empathy
3. Self-Awareness
4. Resilience

Four Important Character Traits for Leadership



1. *The Role of Integrity and Trust in Leadership*

When it comes to your own leadership, the most important character trait is integrity. This is an unshakable commitment to doing what's right.

Integrity in leadership means consistency between what a leader says and what they do. Leaders with integrity align their words with their actions, creating reliability and credibility within their team, both upwards and downwards. And this in turn builds trust.

Trust is the real currency of leadership. It's what binds people together, motivating them to follow your lead and make the changes you're looking for. Research shows that trust allows your team to make assumptions about how you (as the leader) will behave in the future—and that means they have more surety about the outcomes of their own behaviour leading to more effective cooperation overall.¹

Trust is the real currency
of leadership.

Trust must be earned, however, and it's earned through a leader's integrity—that is consistent transparent behaviour, honesty and ethical decisions.

1 Chen, H & Lin, Y. (July 2018). 'Goal orientations, leader-leader exchange, trust, and the outcomes of project performance.' *International Journal of Project Management*. <https://www.sciencedirect.com/science/article/abs/pii/S0263786317303174>.

Consider leaders like Nelson Mandela and Abraham Lincoln. Mandela, South Africa's first black president, is well known for dedicating his life to dismantling decades of white supremacist apartheid rule. Lincoln is also known for his efforts to abolish slavery, as well as preserving the Union within the United States. These leaders demonstrated integrity and an unwavering ethical stance during times of incredible adversity. The result of their strong and trustworthy leadership shaped not only their legacy but also the course of history.

Trust, once built, is extremely powerful. It's one of the most vital forms of capital that you have as a leader today. When you are a trusted leader, it creates a culture where teams feel safe and empowered to be transparent, take risks, and push boundaries in the pursuit of shared goals. Tasks get accomplished more easily, people are more likely to collaborate, communication is more productive, and outcomes are more successful.² But there cannot be trust without integrity.

2. The Role of Empathy in Leadership

Understanding and connecting with others on an emotional level is another core leadership character trait. We've all experienced empathy and have a sense of what it is. But by definition, empathy

2 Lewis, A. (26 October 2022). 'Good Leadership? It All Starts With Trust.' Harvard Business Publishing. <https://www.harvardbusiness.org/good-leadership-it-all-starts-with-trust/>.

is the ability to recognise, understand, and, most importantly, share the feelings of others.

As a leader, this is important because it creates meaningful connections between you and those you are leading. And meaningful connections foster trust. It is *not* about being overly emotional, making decisions based purely on ‘feelings,’ or sharing every thought and emotion you, or your team, might be having. Instead, it’s about being able to truly listen to the perspectives of others, creating communications that allow you to understand the challenges they’re facing, and acknowledging struggles and wins as well.

This is emotional intelligence (EI), and it is enhanced by the character of empathy. In fact, leaders with high levels of empathy often have higher EI since this is one of the five main components of EI (along with self-awareness, self-regulation, internal motivation, and social skills).³

Emotional intelligence allows you as a leader to understand and manage your own and others’ emotions, and it makes you more effective at managing relationships and guiding your team to success.

Ginni Rometty’s memoir, *Good Power: Leading Positive Change*

3 Cavaness, K, Picchioni, A, & Fleshman, JW. (3 June 2020). ‘Linking Emotional Intelligence to Successful Health Care Leadership: The Big Five Model of Personality.’ *Clinics in Colon and Rectal Surgery*. <https://pmc.ncbi.nlm.nih.gov/articles/PMC7329378/>.

in Our Lives, Work, and World, delves into her journey from humble beginnings to becoming IBM's first female CEO. The book emphasises the concept of 'good power,' which Rometty defines as using one's influence to serve others and drive positive change.⁴

One fantastic example of Rometty's application of emotional intelligence is her advocacy for the Skills First initiative. She recognised that traditional hiring practices often overlooked capable individuals who didn't have formal degrees but were otherwise very well suited to the role. Instead, she championed a skills-based approach—that is, looking at what the person can do, rather than just at their education.

The Skills First Initiative not only addressed business needs by helping IBM find skilled workers but also promoted inclusivity by valuing diverse backgrounds and experiences.

Throughout her tenure at IBM, Rometty adopted many initiatives that demonstrated a collaborative leadership style while also fostering open communication and valuing diverse perspectives. Her empathetic leadership approach not only enhanced team dynamics but also led to innovative solutions and organisational

4 Rometty, G. (2023). *Good Power: Leading Positive Change in Our Lives, Work, and World*. Harvard Business Review Press.

growth at IBM, showcasing the importance of emotional intelligence in leadership.⁵

Empathy becomes a
leadership superpower,
fostering an environment
of psychological safety.

Empathy, as one of your characteristics, becomes a leadership superpower, fostering an environment of psychological safety. When you are an empathetic leader, your team will feel comfortable sharing ideas with you, admitting when they've made mistakes, and taking creative leaps of innovation without the fear of judgement or recrimination. This is real leadership trust, and empathy helps get you there.

5 de Jong, E. (12 December 2021). 'Fractious Australia has much to learn from the kindness and purpose of New Zealand politics.' *The Guardian*. <https://www.theguardian.com/commentisfree/2021/dec/12/fractious-australia-has-much-to-learn-from-the-kindness-and-purpose-of-new-zealand-politics>.

3. The Role of Self-Awareness (and Continuous Improvement) in Leadership

Understanding your own strengths and weaknesses and how they impact your leadership is vital for self-improvement, and this, in turn, is vital for effective leadership.

When you are self-aware, you're able to see where you are ready to lead and where you might need some improvement. When you aren't self-aware, you will, instead, be blind to your own limitations, unable to recognise how your actions could impact your team, and resistant to making the necessary changes. So, true leadership includes being able to look inward—understanding where you are, how you lead, and where you can and should improve.

Research shows us how important self-awareness is as leaders. When we're self-aware we see ourselves more clearly, we're more confident and creative, we make better decisions, we communicate with more clarity, and we're more effective leaders with happier teams and more profitable companies.⁶

To cultivate self-awareness, we must also be ready to improve. And this means actively seeking feedback, being open to constructive criticism, and recognising that leadership is a

6 Eurich, T. (5 January 2018). 'What Self-Awareness Really Is (and How to Cultivate It)' *Harvard Business Review*. <https://hbr.org/2018/01/what-self-awareness-really-is-and-how-to-cultivate-it>.

continuous learning process rather than a fixed state that you achieve.

Leaders who are able to prioritise continuous improvement and learning don't just better themselves. They also powerfully model this process for their teams. And this leads to a culture that is better for growth, development, and innovation for everyone.

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Satya Nadella, as CEO of Microsoft, strongly represents this character trait in the corporate 'wild'. In fact, he transformed the company's culture by prioritising a 'learn-it-all' rather than

‘know-it-all’ mindset.⁷ This embraces Carol Dweck’s research around growth mindset. Dweck, a Stanford psychologist, coined the term ‘growth mindset’ describing it as the belief that basic abilities can be developed through dedication and hard work.⁸ In other words, through continuous improvement.

Leaders who embrace self-awareness and continuous improvement create environments where growth mindsets can flourish and are celebrated. Like Nadella championed, we need to focus on learning, not knowing. And those who commit to learning and bettering themselves become the most impactful and enduring leaders.

4. *The Role of Resilience in Leadership*

Having the ability to bounce back from setbacks and challenges is one of the most defining character traits of a strong leader. And it is as important for you to model this for team culture as it is for you to develop personally. That’s because failures, mistakes, and setbacks are going to be part of every team, and every individual on that team will experience them as well. If you aren’t able to

7 Berger, C. (21 May 2024). ‘Satya Nadella transformed Microsoft’s culture during his decade as CEO by turning everyone into “learn-it-alls” instead of “know-it-alls”’. *Fortune*. <https://fortune.com/2024/05/20/satya-nadella-microsoft-culture-growth-mindset-learn-it-alls-know-it-alls/>.

8 Dweck, C. (14 January 2016). ‘What Having a “Growth Mindset” Actually Means.’ *Harvard Business Review*. <https://hbr.org/2016/01/what-having-a-growth-mindset-actually-means>.

endure these tough times, either individually or as a team, you simply won't be able to move forward and grow.

However, resilience is not about simply *enduring* tough times. What makes it a hugely valuable character trait for a leader is its ability to empower you to adapt, learn, and emerge stronger on the other side of adversity.⁹

Again, adversity is inevitable. These could be economic downturns, workplace conflicts, or even rapid market changes—all of which might test your leadership capacity. But leaders who cultivate the character trait of resilience won't just survive these challenges—they'll be able to use them as stepping stones for growth and innovation.

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9 Sutton, J. (3 January 2019). 'What Is Resilience & Why Is It Important to Bounce Back?' *Positive Psychology*. <https://positivepsychology.com/what-is-resilience/>.

In *The Ride of a Lifetime*, Robert Iger shares his story as CEO of The Walt Disney Company, where he is known as being an exemplary leader who contributed to the resilience of the leadership team overall.¹⁰ One notable example of Iger's leadership resilience is his handling of the acquisition of Pixar Animation Studios in 2006.

At the time, Disney's animation department was struggling. Though the two studios had collaborated previously (the film *Toy Story* being an excellent example), by the time of the acquisition the relationship between Disney and Pixar had deteriorated.

Iger recognised the need for change. It was his leadership resilience that enabled him to rebuild trust with Pixar's leadership, particularly Steve Jobs, and ultimately negotiate the \$7.4 billion acquisition.

This turned out to be an excellent move for both studios. It revitalised Disney's animation division and led to a series of successful films. It also underscored Iger's ability to navigate challenges and drive positive outcomes as a leader.

Throughout his tenure, Iger emphasised the importance of optimism, courage, decisiveness, and fairness—qualities that not only defined his leadership style, but also fostered a culture of resilience within Disney.

10 Iger, R. (2019). *The Ride of a Lifetime: Lessons in Creative Leadership from 15 Years as CEO of Walt Disney Company*. Random House.

Your Character Builds Your Reputation

Your character traits work together to create a picture of your leadership, and that picture is your reputation. Your reputation is the general belief or opinion that others have of you. And as a leader, your reputation is important because it directly impacts your credibility, trust, and ability to influence others.

Your reputation as a leader acts as a safeguard against external criticism. When challenges arise, a leader's reputation for integrity and fairness often provides a buffer against the weight of potential setbacks. Your reputation isn't just important for external stakeholders—it also impacts the internal dynamics of your team. A leader with a solid reputation creates an environment where others feel motivated to maintain high standards, knowing that their contributions are aligned with the overarching vision.

But your reputation as a leader isn't built overnight. It's forged over many years, through many hard decisions, tough challenges, and moments of personal sacrifice. It's earned by demonstrating an unwavering commitment to shared values, even when it's inconvenient or unpopular.

Leaders like Steve Jobs are an excellent example of an incredible leadership reputation. Jobs was known for his visionary thinking and ability to inspire, as well as his exacting standards and sometimes ruthless leadership. Over his years at Apple he built

a reputation that transcended the confines of his company and permeated the entire tech industry.

However, reputation is fragile. It takes years to build and seconds to destroy. Once lost, it's incredibly difficult to regain. Consider Adam Neumann's leadership of WeWork, which exemplifies how a leader's reputation, once tarnished, is exceedingly difficult to restore. His egotistical decision-making, characterised by extravagant spending and poor corporate governance, culminated in the company's failed Initial public offering in 2019. This debacle not only led to a dramatic decline in WeWork's valuation but also resulted in Neumann's ousting as CEO.¹¹

The erosion of trust among investors and employees alike serves as a cautionary tale—a leader's reputation, painstakingly built over time, can be swiftly dismantled by unchecked ego and imprudent choices. Leaders must guard their reputation fiercely, always acting in ways that are aligned with the values they espouse. This puts them in a position to inspire confidence, respect, and admiration.

How Character Builds Resilient Teams and Organisations

Resilient teams are our goal as leaders. Because just like a resilient individual, a resilient team is better at navigating challenges,

11 Aran, Y & Pollman, E. (3 November 2023). 'Ousted.' *Theoretical Inquiries in Law*. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4625990.

adapting to change, and maintaining high performance. And this is what will ultimately lead to greater and sustained success.¹²

A team's resilience is
often a reflection of the
character of its leader.

A team's resilience is often a reflection of the character of its leader. Leaders with strong characters don't just dictate—they inspire. When a team faces adversity, and they will, the strength of their leader's character can go a long way to rallying the team and keeping them focused on the shared mission.

Leading Through Loss—A Testament to Character

During the war in Afghanistan, I faced one of the most challenging moments of my career—the loss of an incredible pilot, Marcus. This was a tragedy that impacted so many—his family, our

12 Garrido-Moreno, A, Martín-Rojas, R & García-Morales, V. (August 2024). 'The key role of innovation and organizational resilience in improving business performance: A mixed-methods approach.' *International Journal of Information Management*. <https://www.sciencedirect.com/science/article/pii/S0268401224000252>.

squadron, and even the community. It was also an event that tested my leadership, my character, and the trust my team placed in me.

The loss of Marcus during operations was an absolutely devastating blow to our unit of young, inexperienced pilots who were already navigating the harsh realities of combat in an unfriendly country.

Marcus was more than a colleague to all of us. He was the kind of person everyone gravitated towards. We referred to him as an exceptional ‘hands and feet’ pilot, one who could make a helicopter dance in the skies. He was a valued and beloved member of our team, and his loss sent shockwaves through our tight-knit group.

After repatriating Marcus to his family and attending his full military funeral—complete with a flypast by our squadron—we returned to operations. But the transition was anything but easy. Marcus’s loss plunged our morale and motivation to their lowest point ever.

The grief was palpable, and worries lingered in the minds of our squadron as well as those outside of our unit. But as their leader, I knew that giving in to fear or hesitation would not honour our mission or the tragic loss of our friend and colleague.

However, some of my colleagues within the aviation corps

suggested that I might be pushing my team too hard. They felt that I could possibly be risking another tragedy.

Yet, I knew that my role as the squadron commander was to steady the ship and rebuild trust, confidence, and focus within my squadron. So we continued to fly missions and undertake operations while I did everything in my power to support my officers and soldiers. Over the course of many months, I listened to their concerns, addressed their needs, and created space for their grief. However, I also understood that getting through this complex and emotionally charged time would come down, in a great deal, to the trust the team had in me.

In front of my unit, I remained strong and led by example. I worked long hours to make sure that every detail of each of our operations was meticulously planned and executed to minimise any risk while still achieving the mission objectives. I began to fly missions alongside the squadron to show that I wasn't asking them to do anything I wasn't willing to do myself. And I continued to listen and create space for everyone's grief.

One evening, after briefing the team for the next day's mission, one of my pilots stayed behind. He approached me quietly and said, 'Sir, you've done everything to look after us and keep us focused on the mission. But who's looking after you?' That moment hit me like a lightning bolt. Leadership can indeed be lonely, and in that instance, I realised just how much I was shouldering alone. It was a moment of self-awareness.

Despite the emotional weight, I fell back on my foundations, the values and beliefs that had shaped me over my career in uniform. In the quiet moments between tasks, I used what little time I had to reflect. I recognised that I was carrying the burden of the squadron largely on my own, but I also understood that waiting for someone else to step in wasn't an option. Through quiet self-talk, I reminded myself that I had the strength to lead, but I also needed to acknowledge the toll it was taking.

I thought a lot about Marcus and the kind of man he was and what he would expect of us in the face of adversity. I knew he would want the team to keep going, to find strength in one another, and to honour him through action. So I made a deliberate choice—to lead with purpose, to be the anchor my team needed amid the uncertainty. Even when I was running on empty, I showed up. I kept us moving. And I led with steadiness and heart—not because it was easy, but because that's what my squadron needed, and it's what Marcus would have done.

Ultimately, it was those same character traits that gave my squadron faith in me and allowed us to rebuild morale, refocus on our mission, and honour the legacy of our fallen comrade. They knew that I would never ask them to do anything I wouldn't do myself. They trusted that they could share their feelings and worries openly, and they knew that I was doing my utmost to keep everyone safe. Trust and integrity were the invisible threads that bound us together during that difficult time, enabling us to push forward as a cohesive unit.

This experience underscored a fundamental truth about leadership that applies whether you're a squadron leader in the military or a c-suite leader in the corporate environment—namely that character is the foundation upon which everything else is built in leadership.

Character is the foundation
upon which everything else
is built in leadership.

Character is what enables leaders to make tough and often unpopular decisions, navigate adversity, and inspire others to follow. Without it, leadership crumbles under the weight of doubt and mistrust, flounders in the face of adversity, and simply can't make an impact or drive influence.

For me, this chapter of my life remains a testament to the unshakable power of character. It reinforced that integrity, empathy, self-awareness, and resilience are not just ideals—they are what is needed to earn trust and lead.

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inspire others to follow.

Takeaways

Character is not merely a quality—it's the very essence of leadership. Without character, leadership lacks foundation, and without trust, a leader's influence is limited. A leader who upholds their character through difficult decisions, maintains consistency in their actions, and creates an environment where teams are not only resilient but also motivated to strive for excellence.

As we move through the framework of leadership in this book, remember that it is the strength of your character that will serve as the anchor in turbulent times and the catalyst for your teams' long-term success.



Call to Action

Leadership begins with character, and character begins with you. As you reflect on the principles in this chapter, ask yourself:

- Are your words and actions aligned?
- Do you inspire trust through integrity and consistency?
- Do you build a culture of empathy and psychological safety?
- Are you focused on understanding your own strengths and weaknesses and improving where you see gaps?
- How are you building and safeguarding your reputation as a leader?

Character is the first ‘C’ in the C3P3 framework and the foundation for the rest of the framework and book. If you’re ready to develop your leadership foundation, start by committing to building a legacy rooted in character, and you’ll be on your way.

Let this be your moment to lead with purpose, navigate adversity with integrity, and create teams that thrive through trust. The path starts here. Are you ready to lead?

Tools: Using Profile Assessments to Deepen Self-Awareness and Strengthen Your Character

Character-driven leadership must include self-awareness—an honest, internal reflection on your values, motivations, and behavioural tendencies. To truly understand your character and innate drivers, it's essential to examine not only how you see yourself but also how others—subordinates, peers, and superiors—perceive you. External feedback serves as a mirror, revealing insights that may be difficult to recognise on your own.

One of the most effective ways to gain this perspective is through 360-degree feedback, a structured method that gathers confidential input from those who interact with you regularly. This feedback provides a holistic view of your leadership style, strengths, and areas that may require development. When combined with self-reflection, it becomes a powerful tool for personal growth.

However, the real value of 360-degree feedback comes when it is paired with intentional reflection and action planning. By comparing external feedback with your own self-assessment, you can identify gaps between your intentions and their real-world impact. This process not only sharpens your self-awareness, but also enables you to make conscious adjustments to better align your leadership with principles of integrity, trust, and reputation.

Incorporating 360-degree feedback into your leadership journey signals a commitment to continuous improvement. It fosters trust among those you lead, reinforcing the idea that character is not just an abstract ideal but a lived practice—one that evolves through reflection, feedback, and deliberate action.

Leadership is the courage to persist through challenges, the wisdom to pivot when circumstances demand, and the strength to part with what hinders progress. It's not about authority or control—it's about embodying character, courage, and conviction to influence, inspire, and create lasting impact.

MASTER THE ART OF IMPACTFUL LEADERSHIP

Leadership at the highest level demands more than experience—it requires a deliberate framework to navigate complexity, inspire teams, and drive transformational change.

C3P3 Leadership introduces a powerful model built on six critical pillars:

Character – The foundation of trust and ethical leadership

Courage – Making bold decisions in uncertainty

Conviction – Staying true to strategic vision and governance

Persistence – Overcoming setbacks and leading with resilience

Pivoting – Adapting with agility in a rapidly changing world

Parting-With – Knowing when to let go for progress

Drawing from real-world insights, case studies, and interviews with senior executives and board members, Andrew Middleton provides a pragmatic approach to leadership that balances discipline with adaptability. Whether you're an executive, board director, or emerging leader, this book will equip you with the tools to lead with confidence and drive meaningful impact.



Andrew Middleton is a battle-tested leader with over 30 years at the forefront of government, defence, aviation, and global operations. A former Lieutenant Colonel, helicopter pilot, and Chief of Staff in the Australian Army, he has led elite teams, driven multi-million-dollar missions, and forged strategic alliances at the Pentagon. Now a Non-Executive Director and sought-after leadership and business performance consultant, Andrew's mission is clear: to empower today's leaders to ignite change, deliver results, and shape the next generation of influential leaders.



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