



# Using the Leadership Character Insight Assessment (LCIA) for Team Building: Leveraging Your Team's Character Strengths

“Character is like a tree and reputation is like a shadow.  
The shadow is what we think of it; the tree is the real thing.”

**Abraham Lincoln**

# Using the LCIA for Team Building

## Overview

- By the end of today's session, you will understand:
  - What character is, and what it isn't
  - Your personal character strengths
  - How character can be leveraged for teamwork
  - How your team can use each others' character strengths in complementary ways

# Using the LCIA for Team Building

## What is Character?

### Character Is...

- ...made of several admirable personal qualities
- ...demonstrated through your behaviors
- ...influential in shaping how others think of you: your reputation
- ...often tested during challenging situations (e.g., times of conflict and change)

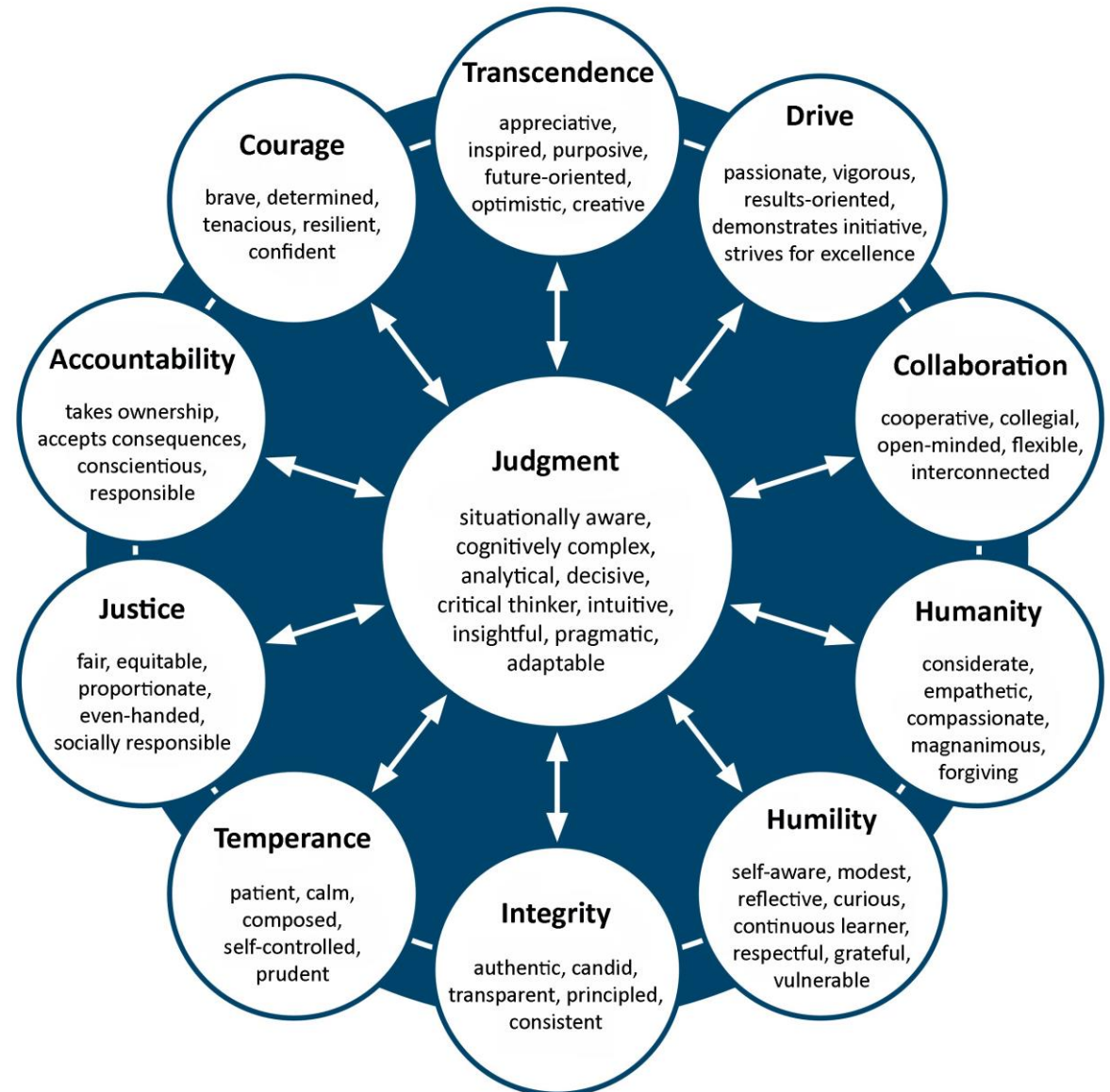
### Character Is Not...

- ...set in stone; you can develop it through your life
- ...unidimensional; character has multiple dimensions and each should be developed and balanced to achieve well-rounded leadership
- ...only important for leaders; team members can influence each other and organizational outcomes by demonstrating strong character

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## Model of Character

- In the LCIA model, character is made up of 11 dimensions
  - Each dimension has several elements within it
- Judgment plays a key role:
  - Judgment controls **when** and **how** we choose to behave; think of it like an air traffic controller that determines when to prioritize certain dimensions and not others





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## Model of Character

- The adjectives under each dimension name are elements that make up the respective dimension
- The strength of the overall dimension depends on the strengths of individual elements
  - E.g., someone who is fairly calm and composed but tends to be less patient will have a lower overall temperance score than someone high on all elements of temperance



## Fundamentals of Character

- It is important to strike a balance between all dimensions of character; in a given situation it's likely that several dimensions of character are required for an optimal outcome
  
- When one character dimension is overused, or underused (instead of demonstrated in a balanced way), there can be negative impacts:
  - E.g., An overuse of drive without temperance can contribute to poor work-life balance
  - E.g., An underuse of humanity and an overuse of integrity can contribute to a rigid, inflexible application of rules and standards without room to understand, accept, and work through others' mistakes

## Activity: Understanding Your Report



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## Activity: Understanding Your Report

### Reflect



Take **15 minutes** now to look at your personal LCIA report. **On your own**, using the “Understanding Your Report” worksheet, note the following:

- Do these results feel true to me?
- Which dimensions seem to be my strengths? How can I tell?
- Which dimensions are ones that I can work on? How can I tell?
- Do I have opportunities to display all these dimensions at work?

### Share



Then, **get together with a small group for 20 minutes** and share your findings:

- How was your experience taking the test?
- Do any of you share similar strengths? What about similar areas of development?
- Which dimension would you each work on first?

## Activity: Character and Teamwork

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## Activity: Character and Teamwork

Just as it's important for individuals to be self-aware, it's important for teams to be collectively self-aware of each others' strengths and areas for development

### Discuss



**For the next 20 minutes, with your small group from before,** discuss examples where elements or dimensions of character were shown in group settings

- E.g., Perhaps one team member showed accountability by quickly taking responsibility for a certain mistake and rectifying it

Now, discuss examples where certain elements of dimensions of character were not displayed, but would have greatly helped in a group setting

- E.g., Perhaps a project was delayed due to poor communication because of a lack of collaboration

# Using the LCIA for Team Building

## Activity: Character and Teamwork

### Reflect



For the next 10 minutes on your own, take another look at your personal report.

Fill out the “Top Strengths Activity” worksheet. Then, pick your top strength and brainstorm ways that you can use that strength in a group setting.

*Optional: Can fill out “Strengths Spotting in Others” worksheet first if you have 15 extra minutes.*

### Share



Together as a group for 20 minutes, share your chosen strength with your group. Identify if any of your strengths are the same as another person’s areas of development. Think of ways that you can help the other person develop on that dimension.

- Examples: Recommending influential books, talks, podcasts, or habits that helped you develop that dimension; delegating work effectively so it gives development opportunities to those that need them

# Using the LCIA for Team Building

## Activity: Character and Teamwork

### Reflect



Once you have finished your group discussions, take 20 minutes to **work alone** on your “Leader Character Development Plan” worksheet

This worksheet helps you choose one development dimension to focus on first

- If judgment is a low score for you, we recommend focusing on it first as it affects all other dimensions

Ensure that you include details from your group discussions in the development plan, particularly in question 5 (“Other people could help me in making these changes by...”)

#### Leader Character Development Plan

Developing one's character is an extensive and life-long process. It requires deliberate effort and a sincere commitment to becoming more self-aware and open to feedback to improve. Opportunities to develop and strengthen character exist in everyday activity. Once you begin to enhance your understanding of the 11 dimensions and associated behaviours, you can begin working on the areas that warrant improvement. This plan will help get you started.

##### Steps to Create Your Leader Character Development Plan

1. Select a dimension of character to focus on. Keep in mind that your weakest dimension may be undermining your strongest dimension. Ideally select a dimension that you are curious to learn about.
2. Respond to the questions below.
3. Seek input on your plan from a trusted peer or your supervisor.
4. You can repeat this cycle for other dimensions as well.

##### Dimension: \_\_\_\_\_

1. The changes I want to make are ... Be specific. Include goals that are positive (wanting to increase, improve, do more of something), and not just negative (stop, avoid, or decrease a behaviour).
2. My main goal in making these changes are ... What are the likely consequences of action or inaction? Which motivations for change are most compelling? What will success look like?
3. The steps I plan to take to make these changes are ... How can the desired change be accomplished? What are some specific, concrete steps (when, where and how)?
4. Some things that could interfere with my plan are ... What specific limiting core beliefs, events or problems could undermine my plan? What could go wrong? How will I specifically address these challenges?
5. Other people could help me in making these changes by ... What specific things can another person do to help me take the steps I've outlined above? Who can provide such support (accountability buddy/clearly identified peer)? How will I arrange for such support?
6. I will know that my plan is working when ... What will happen as a result of taking the steps I've outlined in this plan? What benefits can be expected? What might indicators of progress look like?
7. As part of this development process I learned...What did I learn as a result of focusing on the development of this dimension that could be leveraged in the development of other dimensions?

Be accountable. Track your progress daily or weekly using a journal.

The LCIA Development Plan is based on the collaborative insights from SIGMA Assessment Systems, the RCMP, the CRA, CBSA and the Ivey Business School, drawing on the work of Miller and Rollnick (2012).

Miller, W. R., & Rollnick, S. (2012). *Motivational interviewing: Helping people change*. Guilford press.

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In Canada: SIGMA Assessment Systems, Ltd. • P.O. Box 3292, Stn. B, London, ON • N6A 4K3 • P: 800.401.4480

Wrap Up



# Using the LCIA for Team Building

## Wrap Up

Throughout this session, we've explored and met the following objectives:

### 1. What character is, and what it isn't

- An overview of the character model
- The importance of balancing character dimensions

### 2. Your personal character strengths

- Review and analysis of your personal report
- Completion of the Leader Character Development Plan worksheet

### 3. How character can be leveraged for teamwork

- Sharing past examples of character helping and hindering teamwork

### 4. How your team can use each others' strengths in complementary ways

- Discussion of your team's complementary strengths and areas of development and how to assist your teammates' development

# Using the LCIA for Team Building



## Contact

**If you have any questions about our team-building session today, please don't hesitate to contact me.**

If you have questions about the LCIA and leader character,  
please contact the test publisher:

**<https://www.sigmaassessmentsystems.com/contact/>**



US: SIGMA Assessment Systems, Inc. ▪ PO Box 610757 ▪ Port Huron MI ▪ 48061-0757 ▪ P: 800-265-1285 ▪ E: support@sigmahr.com  
Canada: SIGMA Assessment Systems, Ltd. ▪ PO Box 3292 Stn. B ▪ London ON ▪ N6A 4K3 ▪ P: 800-401-4480 ▪ E: support@sigmahr.com  
[www.SIGMAAssessmentSystems.com](http://www.SIGMAAssessmentSystems.com)