

Leadership Character Insight Assessment (LCIA) Workbook

Using the LCIA to Create Mission, Vision, and Values Statements



Activity 1: Exploring Your LCIA Report

Why it matters: The results of the 11 LCIA dimensions of character in your own report can inspire you to think about which personal strengths and areas of development may also be common areas for your organization to work towards.

How to use it: While consulting your LCIA report results, respond to the below questions alone and then with a group. Note: character strengths are typically dimensions that you have higher scores on, while development areas are typically dimensions you have lower scores on.

Independent Questions (10 minutes)

Do my character strengths resonate with me? If so, which ones?

Do I agree with the areas of character development in my report? If so, which ones?

Describe examples of times when I exercised certain character strengths at work. For example, were there situations in the past where I used humility, courage, or drive?

Group Discussion Questions (10 minutes)

What are our shared character strengths?

What are our shared character development areas?

Do any of our common strengths or areas of development align with the organization's goals for the future?

Activity 2: Identify Relevant LCIA Dimensions

Why it matters: The 11 LCIA dimensions of character can help frame the basis of your organization's new mission, vision, and values statements.

How to use it: Consider each dimension of character identified within the LCIA model. Given its definition, is this a quality that you think your organization should work towards prioritizing? Is it a quality that you would like to be a part of your organization's public image?

Dimension	Definition	Is this dimension relevant to our...?		
		Mission	Vision	Values
Judgment	Makes sound decisions in a timely manner based on relevant information and critical analysis of facts. Appreciates the broader context when reaching decisions. Shows flexibility when confronted with new information or situations. Has an implicit sense of the best way to proceed. Can see into the heart of challenging issues. Can reason effectively in uncertain or ambiguous situations.			
Courage	Does the right thing even though it may be unpopular, actively discouraged, and/or result in a negative outcome for them. Shows an unrelenting determination, confidence, and perseverance in confronting difficult situations. Rebounds quickly from setbacks.			
Drive	Strives for excellence, has a strong desire to succeed, tackles problems with a sense of urgency, approaches challenges with energy and passion.			
Collaboration	Values and actively supports development and maintenance of positive relationships among people. Encourages open dialogue and does not react defensively when challenged. Is able to connect with others at a fundamental level, in a way that fosters the productive sharing of ideas. Recognizes that what happens to someone, somewhere, can affect all.			
Integrity	Holds oneself to a high moral standard and behaves consistently with ethical standards, even in difficult situations. Is seen by others as behaving in a way that is consistent with their personal values and beliefs. Behaves consistently with organizational policies and practices.			
Temperance	Conducts oneself in a calm, composed manner. Maintains the ability to think clearly and respond reasonably in tense situations. Completes work and solves problems in a thoughtful, careful manner. Resists excesses and stays grounded.			

Dimension	Definition	Is this dimension relevant to our...?		
		Mission	Vision	Values
Accountability	Willingly accepts responsibility for decisions and actions. Is willing to step up and take ownership of challenging issues. Reliably delivers on expectations. Can be counted on in tough situations.			
Justice	Strives to ensure that individuals are treated fairly and that consequences (positive or negative) are commensurate with contributions. Remains objective and keeps personal biases to a minimum when making decisions. Provides others with the opportunity to voice their opinions on processes and procedures. Provides timely, specific, and candid explanations for decisions. Seeks to redress wrongdoings inside and outside the organization.			
Humility	Lets accomplishments speak for themselves, acknowledges limitations, understands the importance of thoughtful examination of one's own opinions and ideas and embraces opportunities for personal growth and development. Does not consider oneself to be more important or special than others, is respectful of others, and understands and appreciates others' strengths and contributions.			
Humanity	Demonstrates genuine concern and care for others, and can appreciate and identify with others' values, feelings, and beliefs. Has a capacity to forgive and not hold grudges. Understands that people are fallible and offers opportunities for individuals to learn from their mistakes.			
Transcendence	Draws inspiration from excellence or appreciation of beauty in such areas as sports, music, arts, and design. Sees possibility where others cannot. Has a very expansive view of things both in terms of taking into account the long term and broad factors. Demonstrates a sense of purpose in life.			

Which dimensions have the most checkmarks? These are dimensions to incorporate into your vision, mission, and values statements.

1. _____
2. _____
3. _____

Activity 3: Identify Relevant LCIA Elements

Why it matters: Within each dimension, some elements may be more or less relevant for your organization's goals. For instance, your organization may wish to prioritize justice in the future, but may be more concerned with social responsibility than being impartial and unbiased when interacting with others.

How to use it: Using your results from Activity 2, you should have a shortlist of relevant LCIA dimensions. Find the corresponding dimension in the table below, then check off which elements within that dimension are important to include in your organization's mission, vision, and values statements.

Judgment

Element	Element Definition	Element is relevant to organization's goals
Situationally Aware	Demonstrates an appreciation for unique circumstances that may dictate unique approaches.	
Cognitively Complex	Analyzes, makes clear sense, and draws sound conclusions in uncertain, complex, and ambiguous circumstances.	
Analytical	Skillfully analyzes and employs logical reasoning.	
Decisive	Promptly makes astute, level-headed decisions. Shows clear-sighted discernment of what is required.	
Critical Thinker	Applies sound analysis and logical reasoning to evaluate ideas, decisions, and outcomes.	
Intuitive	Understands things without an apparent need for conscious reasoning.	
Insightful	Grasps the essence of situations. Sees into the heart of challenging issues.	
Pragmatic	Understands, develops, and implements workable solutions under varied circumstances.	
Adaptable	Modifies plans, decisions and actions to adjust to new conditions.	

Courage

Element	Element Definition	Element is relevant to organization's goals
Brave	Does what one believes to be right even in the face of adversity. Stands up for personal beliefs and values. Stands up for others.	
Determined	Displays resolve and stays committed to see things through.	
Tenacious	Finishes things despite obstacles, difficulties, or discouragements along the way. Works hard over extended periods and follows through to achieve goals.	
Resilient	Endures and withstands difficult conditions. Recovers quickly from setbacks.	
Confident	Demonstrates self-assurance in his or her abilities, decisions, and actions.	

Drive

Element	Element Definition	Element is relevant to organization's goals
Passionate	Demonstrates both enthusiasm and conviction in one's approach to work.	
Vigorous	Brings a sustained level of energy and vitality to work.	
Results-Oriented	Pursues planned commitments and outcomes with a sense of urgency.	
Demonstrates Initiative	Grasps the need for, and takes prompt action without being asked to do so.	
Strives for Excellence	Holds and pursues high standards of performance.	

Collaboration

Element	Element Definition	Element is relevant to organization's goals
Cooperative	Gets along with people and builds strong working relationships.	
Collegial	Takes a good-natured approach to working with others. Seeks to resolve differences amicably.	
Open-Minded	Examines many sides of issues. Invites and seeks evidence that challenges personal perceptions, values, beliefs, and conclusions.	
Flexible	Listens patiently and non-defensively when people question or challenge one's stance. Remains open to changing personal opinions and conduct when circumstances change.	
Interconnected	Senses and values deep connections with others at all levels within organizations and society.	

Integrity

Element	Element Definition	Element is relevant to organization's goals
Authentic	Makes decisions and takes actions that are true to personal values and beliefs.	
Candid	Strives to be truthful and straightforward with oneself and others. Remains forthright even in difficult situations.	
Transparent	Remains open and honest in relationships and communications. Accurately represents to others what one truly values, believes, and intends.	
Principled	Demonstrates high personal and professional moral standards.	
Consistent	Practices what one preaches. Walks the corporate talk.	

Temperance

Element	Element Definition	Element is relevant to organization's goals
Patient	Recognizes that not everything that needs to be accomplished can be done immediately. Deals with frustrations without becoming anxious, agitated, or angry.	
Calm	Stays cool, collected, centred, and balanced. Does not display feelings of nervousness, anger, or other strong emotions.	
Composed	Maintains presence of mind and focus, especially in challenging situations.	
Self-Controlled	Remains disciplined and stays on-track. Reasonably controls strong emotions like anger or disappointment, especially in difficult situations.	
Prudent	Demonstrates vigilance, care, and thought in his or her work.	

Accountability

Element	Element Definition	Element is relevant to organization's goals
Takes Ownership	Personally engages salient, important, and challenging issues.	
Accepts Consequences	Acknowledges responsibility to justify decisions, actions, and outcomes. Agrees to be held accountable.	
Conscientious	Remains dependable and reliable. Stays attentive and performs duties thoroughly and well.	
Responsible	Acknowledges personal obligations as part of one's role. Stands answerable for decisions and actions.	

Justice

Element	Element Definition	Element is relevant to organization's goals
Fair	Ensures that consequences are appropriate to the circumstances.	
Equitable	Applies due processes and appropriate standards for all. Remains open and transparent in procedures.	
Proportionate	Ensures that responses and outcomes are commensurate with the circumstances. Ensures that rewards or sanctions fit the situation.	
Even-Handed	Remains impartial and unbiased in the treatment and judgment of others.	
Socially Responsible	Is aware of injustices inside and outside the organization and seeks to redress them.	

Humility

Element	Element Definition	Element is relevant to organization's goals
Self-Aware	Is mindful of one's own personal feelings, thoughts, values, motives, reactions, and behavior.	
Modest	Does not call undue attention to one's accomplishments.	
Reflective	Frequently examines one's mental models and thinking habits to cultivate constructive thought patterns and conduct.	
Curious	Demonstrates a genuine fascination with a wide variety of topics, expresses a keen interest in seeking out new information and novel experiences, and approaches these learning opportunities with an open, inquisitive, non-judgmental attitude.	
Continuous Learner	Seeks and enjoys new opportunities to learn and grow on a continuous basis.	
Respectful	Treats others with dignity, especially when providing feedback. Remains tolerant, civil, courteous, and constructive with others.	
Grateful	Sincerely acknowledges and appreciates others' contributions. Feels thankful for the things received in life.	
Vulnerable	Lets others see one's true self.	

Humanity

Element	Element Definition	Element is relevant to organization's goals
Considerate	Makes the effort to understand what others are experiencing, thinking, and feeling. Acknowledges and appreciates others' viewpoints even when disagreeing with them.	
Empathetic	Is sensitive to others' values, feelings, and beliefs. Readily puts themselves in others' shoes.	
Compassionate	Demonstrates care for others and actively promotes their well-being.	
Magnanimous	Remains "big-spirited," generous, and/or forgiving, especially towards rivals or those who are less powerful.	
Forgiving	Responds to mistakes with patience and understanding. Gives people a fair chance to learn and improve.	

Transcendence

Element	Element Definition	Element is relevant to organization's goals
Appreciative	Admires the character, skills, or successes of others. Enjoys beauty in things such as great design, art, music, sports, or natural beauty in the environment.	
Inspired	Is stimulated by brilliant or timely ideas or influences.	
Purposive	Has a strong sense of personal mission or orientation in life. Finds personal meaning in work.	
Future-Oriented	Sees the big picture and views things over the long term.	
Optimistic	Finds real positives in situations, often where others do not. Despite challenges, remains confident about the future.	
Creative	Generates unique and original ideas. Finds practical, innovative solutions and ways to do things.	

Which selected elements do you want to include in your organization's mission, vision, and values statements the most?

1. _____
2. _____
3. _____

Activity 4: Brainstorm Your Company's Statements

Why it matters: Now it's time to bring it all together. Using your new familiarity with the character model in the LCIA, and relevant dimensions and elements that you've identified, create inspiring and accurate mission, vision, and values statements for your organization.

How to use it: First, on your own, consider the results of the previous two activities. Which dimensions and elements did you find to be most relevant to your organization and its goals? Brainstorm as many unique phrases as you can to capture your organization's mission (what do you do?), vision (where are you going?), and values (what do you value?) statements. Then, consult the group as a whole in a brainstorming session to swap ideas and combine statements.

Independent Brainstorming (15 minutes)

Mission statement ideas

Vision statement ideas

Values statement ideas

Group Brainstorming (45 minutes)

Mission statement ideas

Vision statement ideas

Values statement ideas

Circle the group's final favorite statements from each of these categories as ones to implement.