

Leader Character Development Activity

Appreciate and Develop the Leader Character in Your Team

Why it matters: Everyone has character strengths, but many people do not recognize these strengths in themselves. This activity will help you to identify and appreciate the strengths of your team members using the leader character framework.

How to do it: Please refer to the leader character wheel displayed below and respond to the questions provided on the following page for each of the 11 character dimensions of your team members. We kindly ask that you complete this exercise separately for each team member, for which we have provided multiple copies.



Figure 1. Leader Character Insight Assessment Character Model

Team Member 1

Name:

	Do I see this strength in my team member?	What does this strength look like? What are some situations in which this dimension is typically observed?	Is balance from other dimensions required?
Judgment			
Collaboration			
Humanity			
Humility			
Transcendence			
Temperance			
Justice			
Accountability			
Integrity			
Courage			
Drive			

Team Member 2

Name:

	Do I see this strength in my team member?	What does this strength look like? What are some situations in which this dimension is typically observed?	Is balance from other dimensions required?
Judgment			
Collaboration			
Humanity			
Humility			
Transcendence			
Temperance			
Justice			
Accountability			
Integrity			
Courage			
Drive			

Team Member 3

Name:

	Do I see this strength in my team member?	What does this strength look like? What are some situations in which this dimension is typically observed?	Is balance from other dimensions required?
Judgment			
Collaboration			
Humanity			
Humility			
Transcendence			
Temperance			
Justice			
Accountability			
Integrity			
Courage			
Drive			

The following steps will help you to make use of your team's strengths:

1. **Appreciate their strengths.** It can be easy to take strengths for granted in ourselves and others. If you make a conscious effort to identify people's strengths, you can gain a better understanding and appreciation of the people you work with. It can also help them gain insight into their own abilities. Take the time to reflect on and appreciate how their strengths have contributed to some of their successes. Communicate this to your team members! This helps to promote a culture of character.
2. **Apply them in new ways.** Think about how you can help your team members to use their strengths in new ways. Doing so will help to increase their enjoyment and engagement at work. For example, if one of their strengths is collaboration, think of opportunities for them to collaborate with others more often in their role.
3. **Encourage balance.** Although strengths usually have a positive impact, they can become weaknesses if they are not balanced by other dimensions. As you work on appreciating and developing the strengths of your team members, keep in mind that moderation may be needed at times. Think about whether there are other dimensions that might help them to express their strengths in a balanced way. For example, suppose an individual is promoted partly due to their courage, and particularly their confidence. If left unchecked, this confidence can eventually morph into arrogance over a period of time. Dimensions such as temperance and humility can help balance and protect confidence in courage.

Resources

Leadership Character Development Series

To complement our Leadership Character Insight Assessment (LCIA), we have developed a series of PDF handouts focused on each dimension of leadership character. [SIGMA's Leadership Character Development Series](#) provides further insights into the key significance of each individual dimension of leader character. Each guide provides tips on how you can improve your skills, and includes resources to watch, read, or listen to.