



# How to Use the LCIA

## A Guide for Assessment Administrators

Updated September 2022

## What's Inside?

- Introducing the LCIA
  - Leader character and the LCIA
  - Benefits of using the LCIA
- Using the LCIA-Self and LCIA-360 reports
  - Character snapshot
  - Resources
  - Taking action
- Beyond the LCIA reports
  - Introduction to the concept of long-term development
  - Tips and tricks for maintaining momentum
  - Supplemental resources

## Purpose of the Guide

1. Understand the components of the LCIA-Self and LCIA-360 reports and understand how to guide employees through their results
2. Provide instructions, questions, and activities to help support employees in reviewing their results and drafting development plans
3. Introduce resources and strategies to help employees maintain their development long-term

## Introducing the LCIA

## Introducing the LCIA

- The LCIA is a leadership character assessment that assesses 11 core dimensions of leader character
- The LCIA has several benefits for employees and organizations interested in leadership character:

### BENEFITS FOR LEADERS

- Equip leaders with a clearer understanding of character
- Build self-awareness around character
- Understand their strengths and identify development opportunities
- Support personal and professional (i.e., leadership) development

### BENEFITS FOR BUSINESSES

- Provide a deeper understanding of character and the language to discuss character in a meaningful way
- Assess the character of your leaders and high potentials
- Augment competency-based leadership frameworks
- Build stronger leaders and create a “culture of character”

## Using the LCIA: Why Character Matters

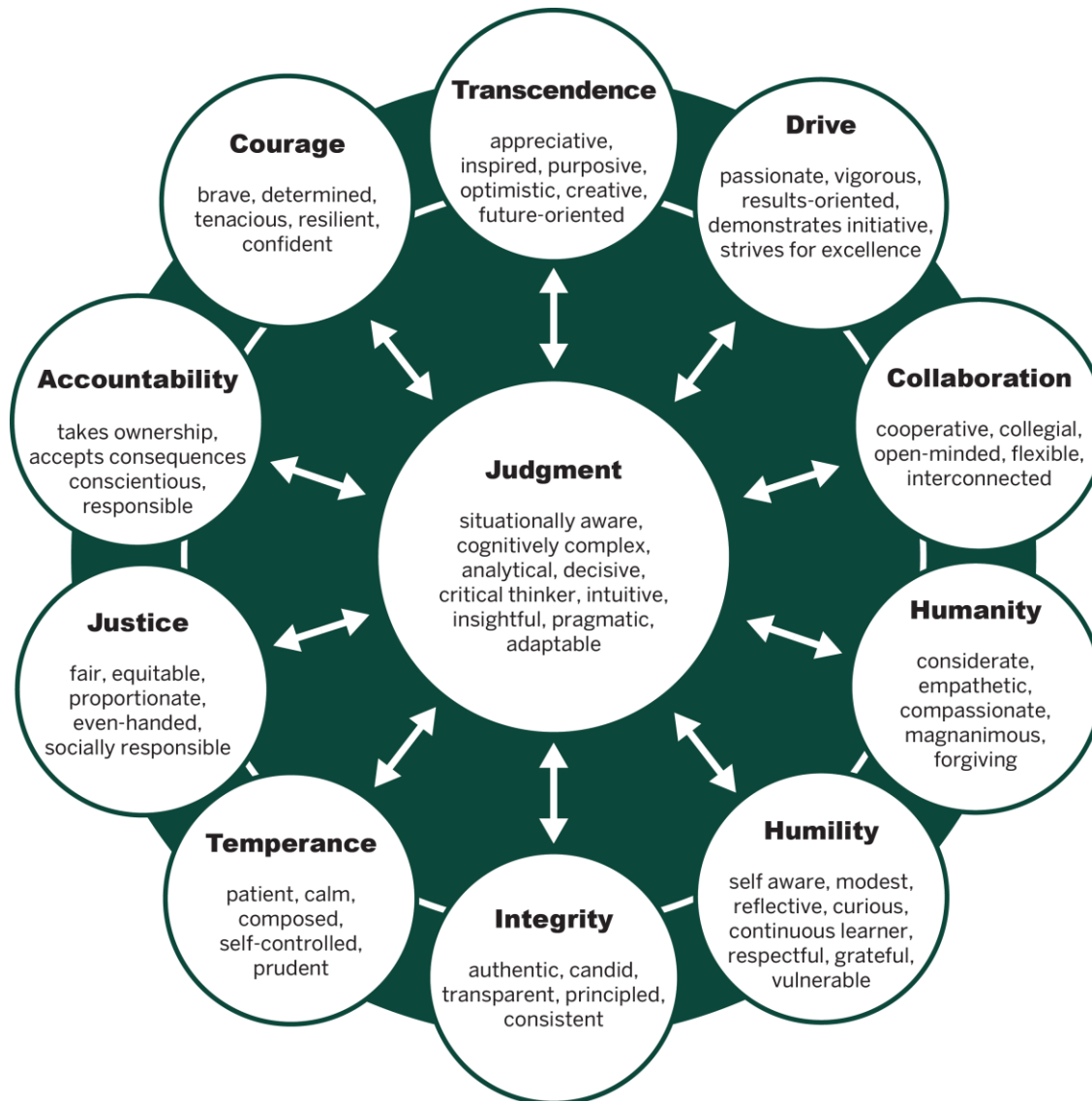
## The Importance of Leader Character

- Character is essential for good decision making
- While competencies and commitment are essential components of success, leaders will not get very far without character
- Character impacts what we think about, what we pay attention to, and how we react in different situations
- Most leadership failures and successes are grounded in character at the individual and organizational level

## Using the LCIA: Getting to Know the Leader Character Model



## Leader Character Dimensions and Elements



### Quick Facts about Character and the LCIA:

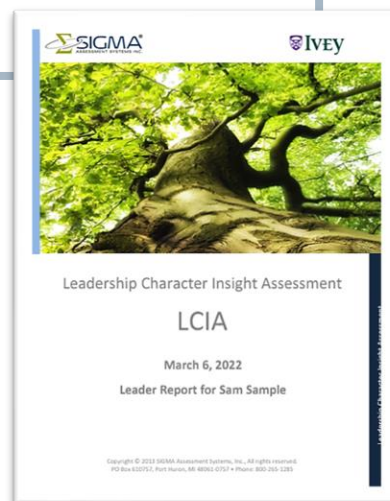
1. The LCIA is based on research with over 300 leaders from around the world
2. Judgment plays a central role in character, controlling when and how we choose to behave
3. The dimensions work together to determine the overall strength of our character
4. Character is developed through deliberate practice
5. All dimensions and elements of character matter; it is important to develop all character dimensions

# LCIA Administrator's Guide

## Two Reports to Choose From

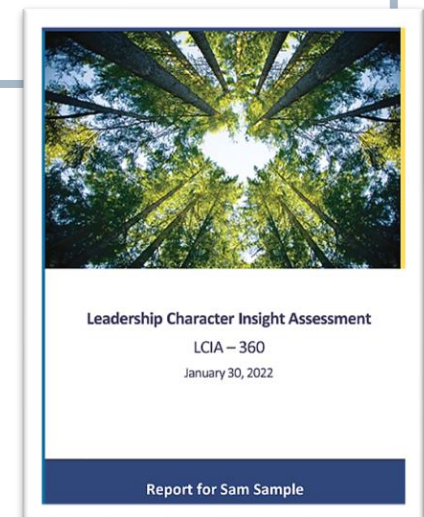
### LCIA-Self

- Employees can assess themselves on 11 dimensions of leader character
- Report provides information about leader character, assessment scores, resources and suggested activities
- Scores can be presented compared to a norm sample to encourage reflection around self-development opportunities



### LCIA-360

- Employees can assess themselves on 11 dimensions of leader character
- Raters can provide valuable commentary in addition to ratings on each component of leader character
- Employees receive their self and rater scores on all dimensions and elements of leader character
- Resources and suggested activities provide next steps for developmental opportunities



## Using the LCIA-Self

## Preparing Your Team

- Start by familiarizing yourself with the LCIA-Self report; review these slides and take a look at a full sample LCIA-Self report [here](#)
  
- Introduce the LCIA to your employees (e.g., during a regular meeting, via email, or using your company's preferred communication channel)
  - Explain to employees that they will receive a link to take the LCIA, and should do so before your next meeting (set a date and time)
  - Briefly outline what the LCIA is, and why using it will be beneficial to employees
  - Remind employees to bring their LCIA-Self Report to your next meeting and explain that you will be reviewing results and guiding them in creating their own development plan

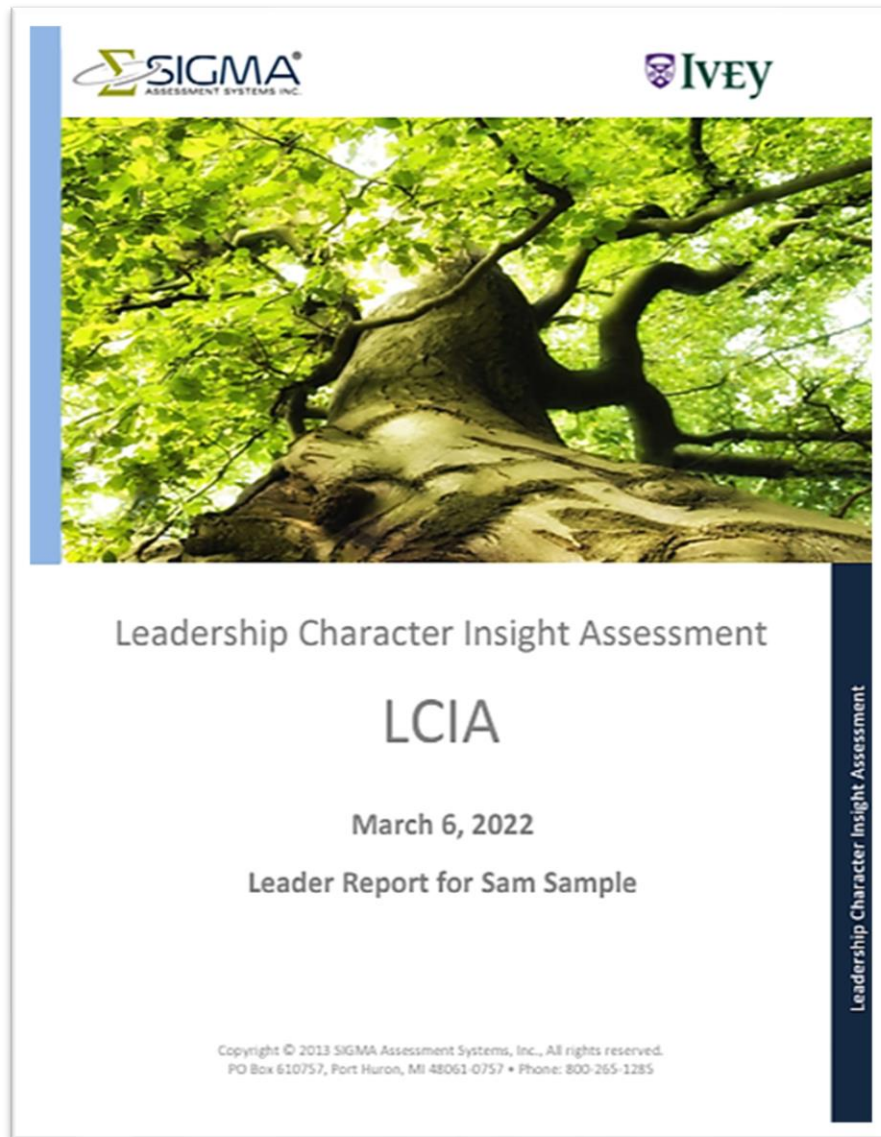
# LCIA Administrator's Guide

## Key Sections of the LCIA-Self Report

<b>Introduction to Leader Character</b>	<ul style="list-style-type: none"><li>■ The nature and importance of leader character</li><li>■ Key points to understand about the nature of character</li><li>■ Impact of character strengths on leader behavior</li><li>■ Impact of character on organizations</li></ul>	pg. 2-5
<b>LCIA Results Overview</b>	<ul style="list-style-type: none"><li>■ Presents dimension scores on all 11 leader character dimensions</li><li>■ Provides a basis for discussion and reflection</li></ul>	pg. 6
<b>Detailed Results and Resources</b>	<ul style="list-style-type: none"><li>■ Self-ratings on all 11 dimensions and 62 elements of leader character</li><li>■ Resources for developing each dimension of leader character</li></ul>	pg. 7-28
<b>Appendix A: Peer Comparison (Optional)</b>	<ul style="list-style-type: none"><li>■ Employee scores are compared to leader norm sample of 770 test-takers</li></ul>	pg. 32-35

# LCIA Administrator's Guide

## Using the LCIA-Self

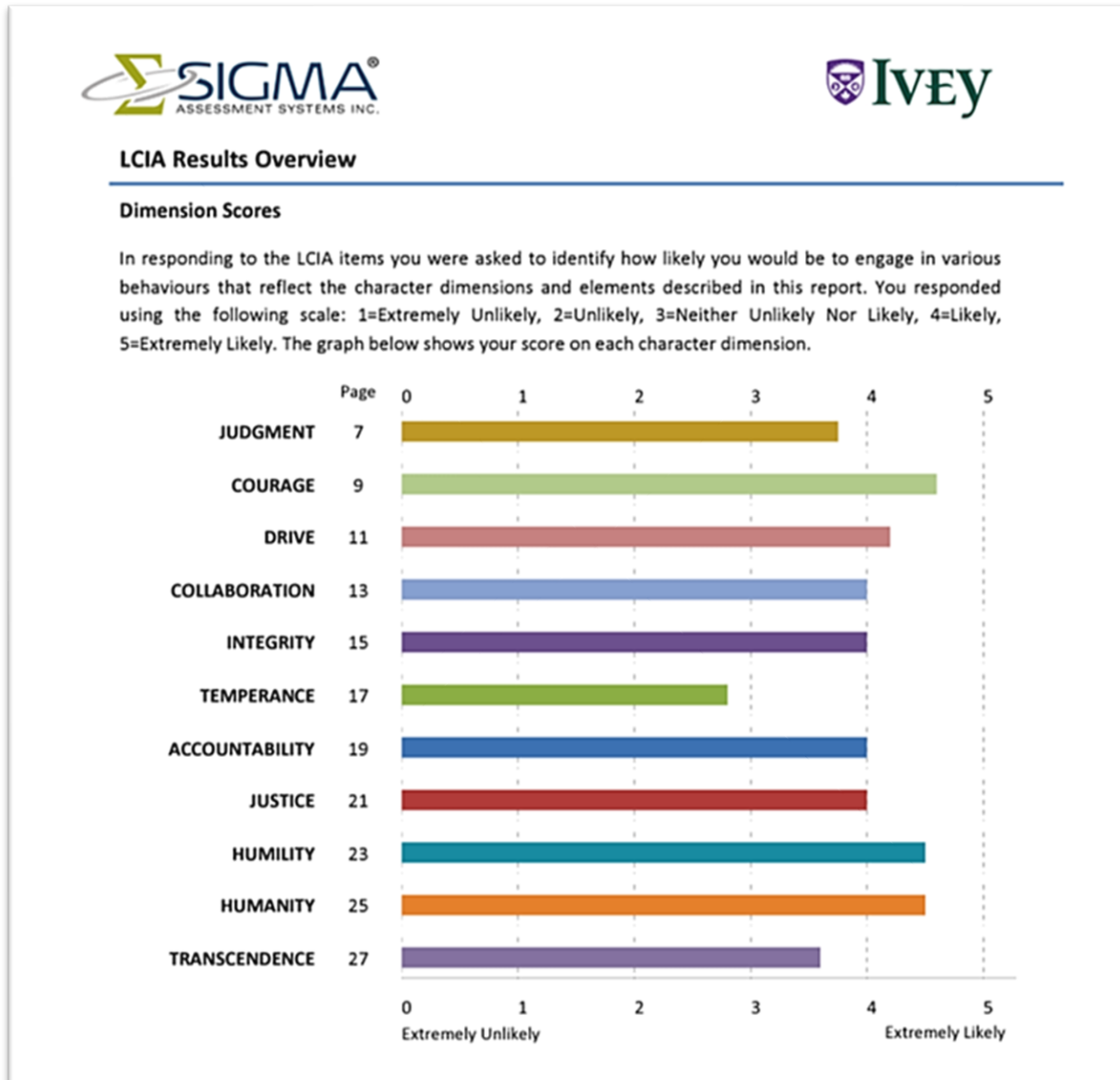


- The following sections of this guide will walk you through the LCIA-Self report and provide you with instructions, questions, and activities you can use to guide your employees through their results.
- We recommend that you set aside at least one hour to meet with your employees and complete the following activities together.
- *Note: The LCIA should not be used for selection (i.e., hiring, firing, promotion), but rather for instituting a long-term self-development process*

## LCIA-Self Results Overview: Understanding Your Results

# LCIA Administrator's Guide

## LCIA-Self Results Overview



**Results overview:**  
colored bars show  
averaged self-  
ratings for each  
dimension of  
leader character

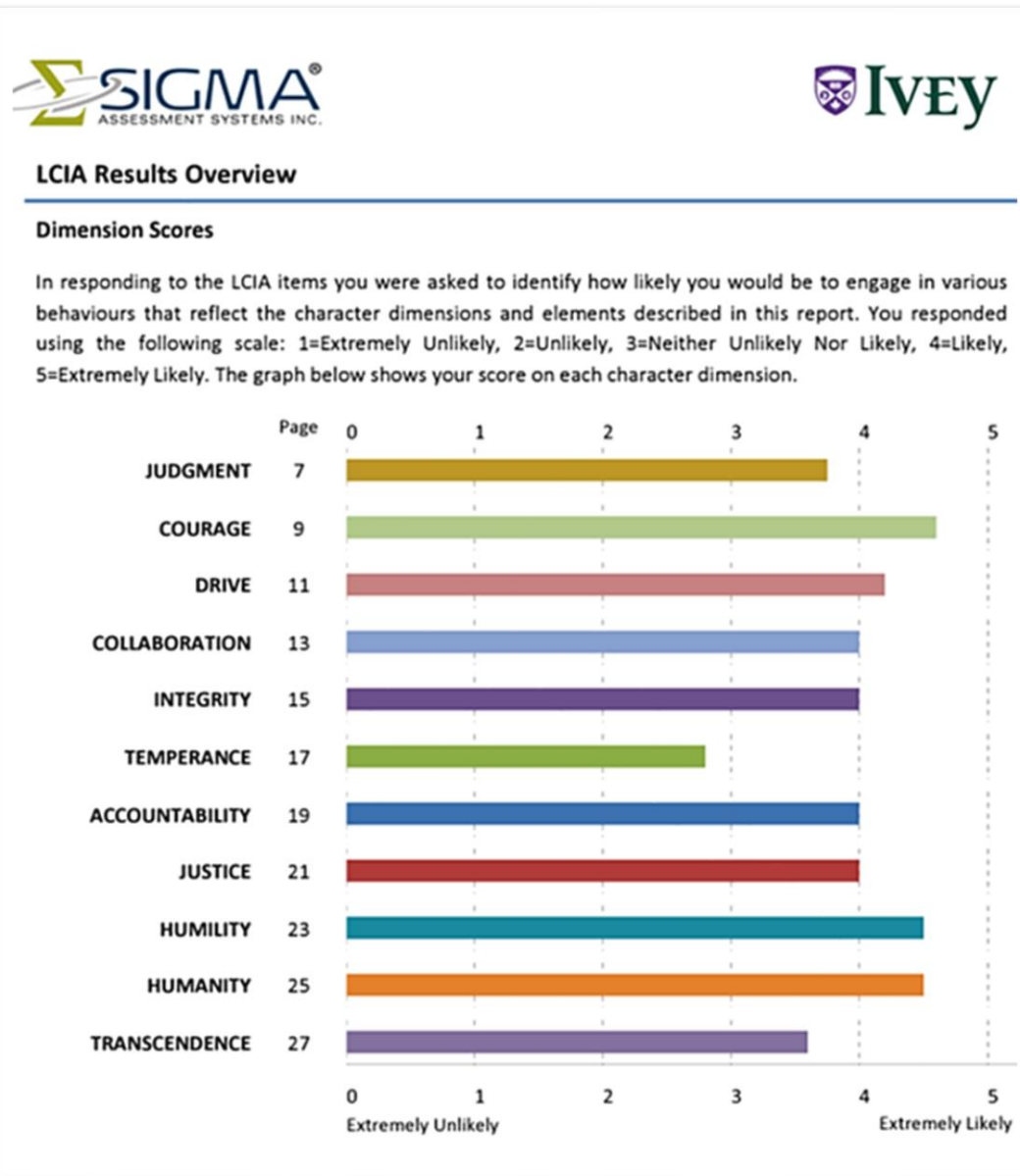


## Helping Employees Interpret Their Results

- Have employees look at their results on the results overview page, focusing on which dimensions were scored high, and which ones were scored lower
- Ask your team (either for discussion or personal reflection)
  - *Do these results resonate with you?*
  - *Is anything surprising to you?*
- Note that lower scores do not necessarily indicate a lack of character, but rather highlight areas that may not be used as often as higher-rated dimensions

# LCIA Administrator's Guide

## Example: Review Sample LCIA-Self Results



**Step 1.** Identify current strengths and development opportunities.

This individual appears to be high on Courage, Humility, and Humanity, with lower ratings on Temperance, Judgment, and Transcendence.

**Step 2.** Look for any patterns in the results. Are there any connections between dimensions at the top of the overview and those at the bottom? This individual has several strengths and appears to be a strong do-er: high on Courage, Drive, but with strong people skills as well (Humanity and Humility).

**Step 3.** Take a moment to reflect on results. Do they resonate with you? Are any development opportunities standing out? In the short term, this individual should focus on developing greater Temperance, this will likely be a longer-term effort. Longer-term they can consider applying their strong Drive and Courage to developing greater Transcendence.

# LCIA Administrator's Guide

## Example: Review Sample LCIA-Self Results



### 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.

← Dimension definition

#### ELEMENTS

**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.

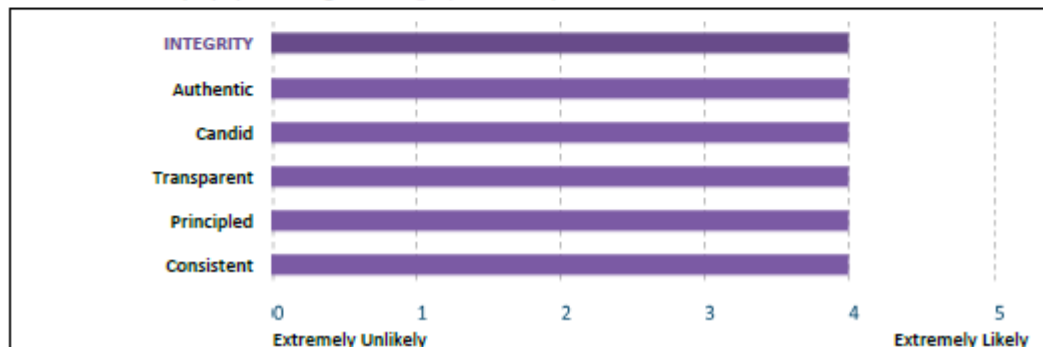
**Transparent:** Remains open and honest in relationships and communications. Accurately represents to others what one truly values, believes, and intends.

**Principled:** Demonstrates high personal and professional moral standards.

**Consistent:** Practices what one preaches. Walks the corporate talk.

Elements: each character dimension has several subcomponents, or elements

The chart below displays your ratings for Integrity and its key elements.



Self-ratings: each element of the character dimension has a specific self-rating

# LCIA Administrator's Guide

## Example: LCIA Development Resources

Resources provide  
materials for leaders to:

Watch  
Read  
Learn



### INTEGRITY RESOURCES

#### WATCH

[Jack Welch: Create Candor in the Workplace](#) Stanford Graduate School of Business (YouTube, 2009)

[Our Buggy Moral Code](#) TED Talk by Dan Ariely (2009)

[What We Don't Understand About Trust](#) TED Talk by Onora O'Neill (2013)

[Golden Balls - £100,150 Split or Steal?](#) (YouTube, 2010)

[Golden Balls - The Weirdest Split or Steal Ever](#) (YouTube, 2008)

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

— Abraham Lincoln

#### READ

[Why We Lie](#)  
Dan Ariely (The Wall Street Journal, 2012)

[Honesty in Conduct](#)  
Michael Josephson (Josephson Institute, 2011)

[Integrity: The Courage to Meet the Demands of Reality](#)  
Henry Cloud (Harper Business, 2009)

[Integrity: Doing the Right Thing for the Right Reason](#)  
Barbara Killinger (McGill-Queens University Press, 2010)

[Sincerity and Authenticity](#)  
Lionel Trilling (Harvard University, 2009)

[True North: Discover Your Authentic Leadership](#)  
Bill George (Jossey-Bass, 2007)

#### LEARN

Research tells us that most acts of dishonesty are small, and that the majority of people do not take full advantage of opportunities to lie, cheat, or steal. Instead people commit small dishonest acts that do not threaten their view of themselves as fundamentally honest. To enhance honesty and transparency in the workplace, Dan Ariely (2012) suggests that companies create and communicate a code of conduct, clearly communicate to staff why the rules in it are necessary, and create a culture where even small events are up for discussion to ensure they do not represent violations of the code of conduct.

Note: View this report on your computer for links to all of the media resources.

## Using the LCIA-360

## Preparing Your Team

- Start by familiarizing yourself with the LCIA-360 report; review these slides and take a look at a full sample LCIA-360 report [here](#)
  
- Introduce the LCIA to your employees (e.g., during a regular meeting, via email, or using your company's preferred communication channel)
  - Explain to employees that they will receive a link to take the LCIA, and should do so before your next meeting (set a date and time)
  - Briefly outline what the LCIA-360 is, and why using it will be beneficial to employees
  - Remind employees to bring their LCIA–360 Report to your next meeting and explain that you will be reviewing results and guiding them in creating their own development plan

# LCIA Administrator's Guide

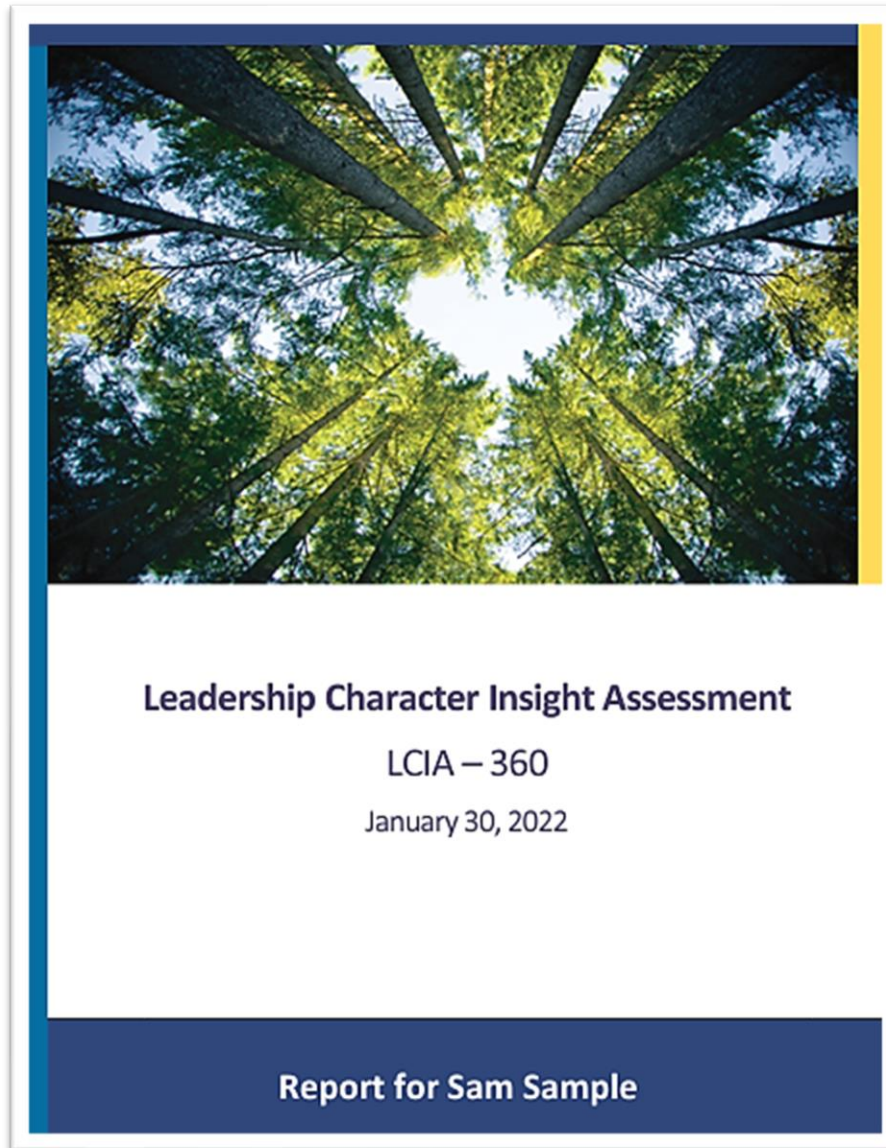
## Key Sections of the LCIA-360 Report

<b>Introduction to Leader Character</b>	<ul style="list-style-type: none"><li>▪ The nature and importance of leader character</li><li>▪ Key points to understand about the nature of character</li><li>▪ Impact of character strengths on leader behavior</li><li>▪ Impact of character on organizations</li></ul>	pg. 2-5
<b>LCIA Results Overview</b>	<ul style="list-style-type: none"><li>▪ <b>Character snapshot:</b> dimension self and other scores on all 11 leader dimensions of leader character</li><li>▪ <b>Character summary:</b> self and averaged scores on all 11 dimensions and 62 elements of leader character</li></ul>	pg. 6-9
<b>Detailed Results and Resources</b>	<ul style="list-style-type: none"><li>▪ <b>Detailed character profile:</b> self and other-ratings of leader character dimensions and elements</li><li>▪ (Optional) commentary from raters</li><li>▪ Interactive resources for developing each dimension of leader character</li></ul>	pg. 10-54
<b>Developing Leader Character Advice</b>	<ul style="list-style-type: none"><li>▪ Advice on how to develop leader character in self and in others</li></ul>	pg. 55-57



# LCIA Administrator's Guide

## Using the LCIA-360



- The following sections of this guide will walk you through the LCIA-360 report and provide you with instructions, questions, and activities you can use to guide your employees through their results
- We recommend that you set aside at least one hour to meet with your employees and complete the following activities together
- *Note: The LCIA-360 should not be used for selection (i.e., hiring, firing, promotion), but rather for instituting a long-term self-development process*



## LCIA-360 Results Overview: Understanding Your Results


# LCIA Administrator's Guide

## LCIA-360 Results Overview

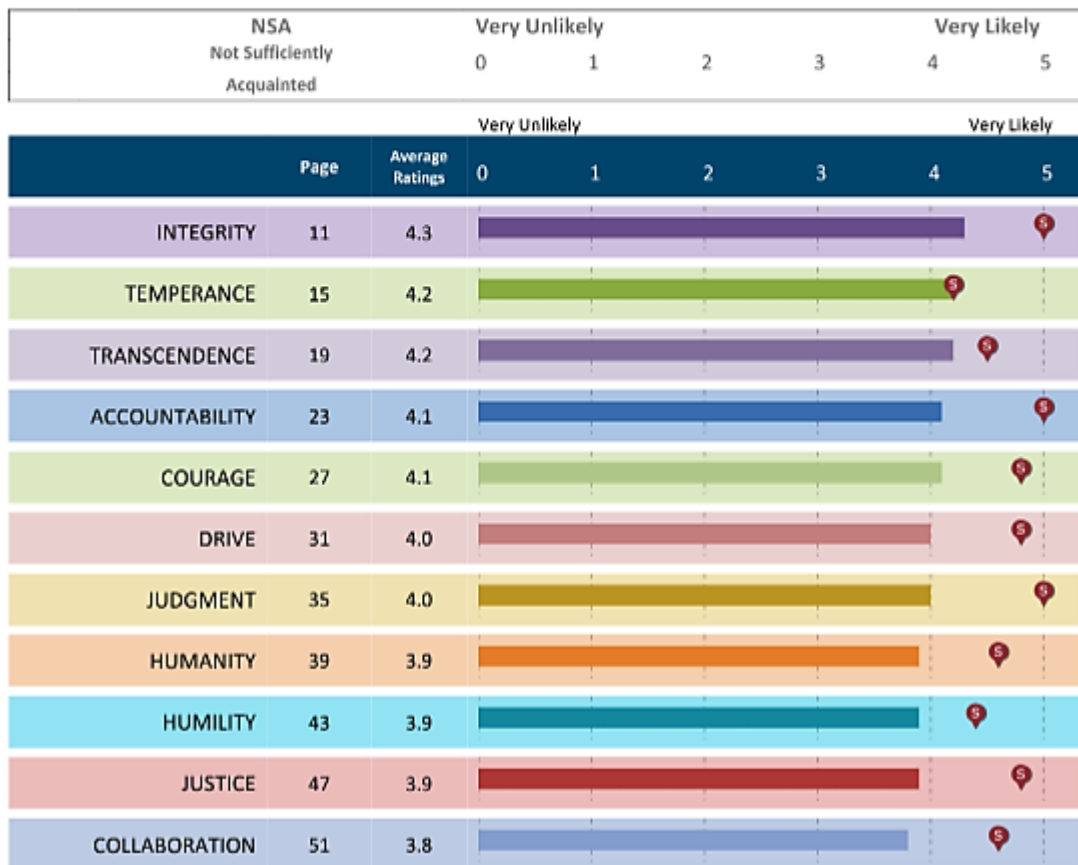
### LCIA-360 Results for Sam Sample

#### Section 2: Results Overview

##### Your Character Snapshot

Listed below are the 11 dimensions measured by the LCIA-360. Page references to detailed feedback charts for each dimension are also provided. The dimensions are presented in order from the highest average rating given to you by all your raters to your lowest rating. The  symbols show how you rated yourself on each dimension.

You and your raters used the following response scale to indicate how likely you are to engage in behaviors that reflect the character dimensions and elements measured with the LCIA-360.



**Results overview:**  
colored bars show averaged self-ratings for each dimension of leader character from all raters; red bubble is employee's self-rating

## Helping Employees Interpret Their Results

- Have employees look at their results on the character snapshot page, focusing on which dimensions were scored high, and which ones were scored lower
- Ask your team (either for discussion or personal reflection)
  - *Do these results resonate with you?*
  - *Is anything surprising to you?*
- Note that lower scores do not necessarily indicate a lack of character, but rather highlight areas that may not be used as often as higher-rated dimensions


# LCIA Administrator's Guide

## Example: Review Sample LCIA-360 Results

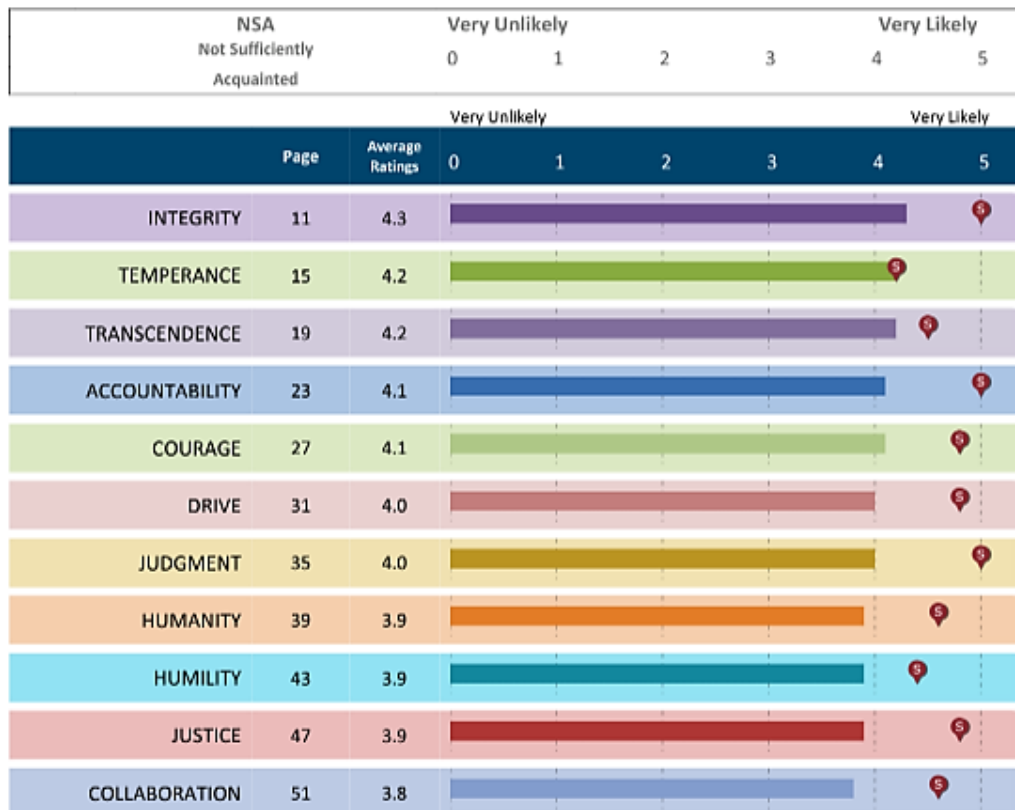
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You and your raters used the following response scale to indicate how likely you are to engage in behaviors that reflect the character dimensions and elements measured with the LCIA-360.



**Step 1.** Identify current strengths and development opportunities.

This individual received high scores on Integrity, Temperance, and Transcendence.

**Step 2.** Look for any patterns in the results. Are there any connections between dimensions at the top of the overview and those at the bottom?

This individual has several strengths, in particular those to do with self-control (Integrity, Temperance, Accountability, Courage, Drive), and they may benefit from paying more attention to interpersonal dimensions (Humanity, Humility, Justice, and Collaboration).


**Step 3.** Take a moment to reflect on results. Do they resonate with you? Are any development opportunities standing out?

In the short term, this individual should focus on developing their Collaboration and Humanity. Longer-term they can consider applying their strong Drive and Courage to developing greater Humility.

# LCIA Administrator's Guide

## LCIA-360 Results: Character Summary

### Your Character Summary

The table below lists the 11 dimensions and 61 elements measured by this survey grouped according to their corresponding dimension. The elements within each dimension are presented in order from highest to lowest based on the average ratings. Page references to detailed feedback charts for each dimension/element are provided. The bars plot the average rating score given to you by all your raters. The  symbols show how you rated yourself on each dimension and element.



Character summary: have the leader look through their character summary.

Things to pay attention to: alignment between self and averaged 360 ratings, and any specific elements for a given dimension that are rated lower than others.

# LCIA Administrator's Guide

## Example: Review Sample LCIA-360 Results

### LCIA-360 Results for Sam Sample

prudent  
calm  
self-controlled  
patient  
composed  
TEMPERANCE

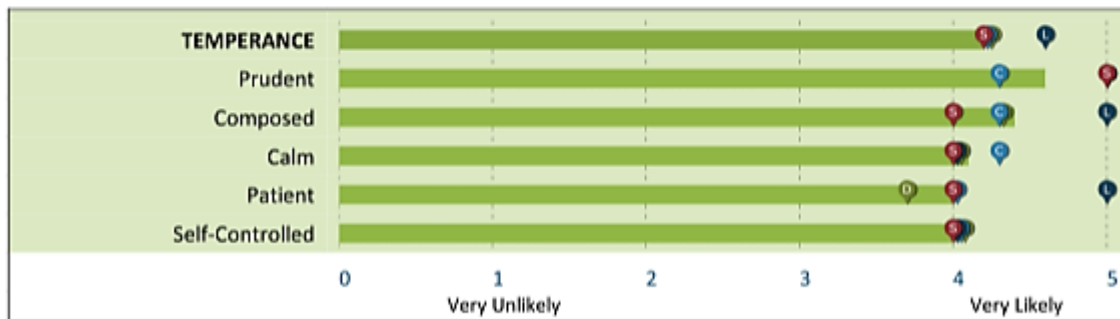
#### TEMPERANCE







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.

#### ELEMENTS

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

The chart below displays your ratings for Temperance and its key elements.



Legend					
All Evaluators	Self	Leader	Colleague	Direct Report	Other
					

← Dimension definition

Elements: each character dimension has several subcomponents, or elements

Self and other ratings: each element of the character dimension has self, leader, colleague, direct report, and other ratings

# LCIA Administrator's Guide

## Example: Review Sample LCIA-360 Results

### TEMPERANCE (continued)

The table below lists the number of raters and range of ratings provided by your raters, your average rating across all raters, and your ratings for each rater category.

Dimension & Elements	Count		Rater Range		Average Ratings					
	Raters	NSA*	Low	High	Self-score	All raters	Leader	Colleague	Direct/Indirect Report	Other
TEMPERANCE			4.0	4.0	4.2	4.2	4.6	4.2	4.2	-
Prudent	6	2	4.0	5.0	5.0	4.6	5.0	4.3	5.0	-
Composed	6	0	4.0	5.0	4.0	4.4	5.0	4.3	4.3	-
Calm	6	0	4.0	4.0	4.0	4.1	4.0	4.3	4.0	-
Patient	6	3	4.0	5.0	4.0	4.0	5.0	4.0	3.7	-
Self-Controlled	6	0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	-

\*NSA – Not Sufficiently Acquainted

- Indicates that a rating was not provided

-- Indicates that there were not enough ratings in this category to protect confidentiality

--- Indicates that there were not enough valid ratings in all rater categories combined

#### Leader Details:

- o Your Leader(s) did not provide any comments.

#### Other Comments:

- o Your other raters did not provide any comments.

Score summary:  
number of raters,  
ratings received  
(lowest and highest),  
and average ratings  
are shown here for  
each element

Leader and other comments: Leader  
comments are specified in their own  
section; comments from other raters are  
anonymized and grouped together



# LCIA Administrator's Guide

## Example: Temperance Development Advice

### TEMPERANCE (continued)

#### **The character elements work together to support Temperance**

Having self-control enhances the ability to remain calm and composed in difficult situations. Being prudent enables self-control and both are critical for patience. Being calm fosters the peace of mind that supports patience and self-control.

#### ***Temperance is critical to support other dimensions***


The expansiveness and momentum associated with Transcendence, Drive, and Courage often require a tempering and regulation. This tempering can prevent recklessness in the case of Courage and Drive, or disconnection from reality in the case of Transcendence. Temperance helps to regulate emotions that may run high as you exercise Humanity and Collaboration in order to deepen your connections with others. The discipline associated with Temperance brings a rigor to the other dimensions and in particular helps in providing the regulation needed when Judgment dictates to dial-down on one of the dimensions.

#### ***Temperance without the other dimensions is problematic***

Temperance can become very narrow without Transcendence, Courage, and Drive. Without Justice and Humanity, Temperance can become a practice of minimizing and resorting to what you can do without regard to what you need to do.



Contribution to other dimensions



**Balancers to each dimension:**  
Dimensions don't exist in isolation, be mindful of interconnections that can support a specific dimension when considering development actions



# LCIA Administrator's Guide

## Example: LCIA-360 Development Resources

Resources provide materials for leaders to:

Watch  
Read  
Learn



### LCIA-360 Results for Sam Sample

#### TEMPERANCE RESOURCES

##### WATCH

[Controlling our Willpower](#) by Kelly McGonigal on The Agenda with Steve Paiken (YouTube, 2012)

##### LISTEN

[Full Interview: Kelly McGonigal on Willpower](#) CBC Spark Radio Show with Nora Young (2012)

*"Mastering others is strength.  
Mastering yourself is true  
power."*

– Lao Tzu

##### READ

[The Secret to Mastering Patience](#)  
John Baldoni (Inc.com, 2012)

[The Willpower Instinct: How Self-Control Works, Why It Matters, and What You Can Do to Get More of It](#)  
Kelly McGonigal (Avery Trade, 2013)

[How to Stay Cool, Calm & Collected When the Pressure's On: A Stress-Control Plan for Business People](#)  
John Newman (AMACON, 2007)

[Breakdown of Will](#)  
George Ainslie (Cambridge University Press, 2001)

[Mastery](#)  
Robert Greene (Viking Adult, 2012)

##### LEARN

Like the other virtues, temperance can be strengthened through practice. Think back to an instance where you made a regrettable decision or action and see whether you were low on sleep, nutritious food, or experiencing a lot of stress. Temperance is easiest to practice when one is well rested, fed, and ready to face the day. When you are faced with a decision or circumstance where restraint is required, try taking some deep breaths to help you remain focused and keep your stress levels in check. If you do not exercise or meditate, consider adding these practices to encourage your body's resistance to stress and your mind's resistance to temptations and poor decisions. Advice adapted from Kelly McGonigal's [The Willpower Instinct](#).

Note: View this report on your computer for links to all of the media resources.

## Taking Action: Development Plans for the LCIA

## Making the Most of LCIA Results

- When an individual receives positive scores or feedback on the LCIA-self or LCIA-360, it can be hard to distinguish between the 11 LCIA dimensions, or select and prioritize development opportunities
- Helping an individual identify reflect on the 11 character dimensions using the following worksheets and questions can make this process easier
  - Understanding an individual's top strengths has applications for both individual development and team-building
  - Helping a high-achieving individual fine-tune their expression of character strengths can also be very productive

**Use the following two templates to help individuals identify their Top Strengths and Top Development Opportunities**

# LCIA Administrator's Guide

## Activity 1: Identify Your Top Strengths

Although it's important to embody all the character dimensions in the LCIA, it can be helpful to identify what we call “top strengths”. Top strengths are those character dimensions that you might take for granted because they're a part of who you are; they should feel natural, easy, and energizing when you use them. The following questions can help you to consider which dimensions might be your top strengths.

Leadership Character Dimension	Does this strength come naturally to me? (Yes/No)	Does this strength feel energizing when I use it? (Yes/No)	Do I use this strength frequently? (Yes/No)	Do others see this strength in me? (Yes/No)	Total Number of “Yes” Responses
Judgment					
Accountability					
Collaboration					
Courage					
Drive					
Humanity					
Humility					
Integrity					
Justice					
Temperance					
Transcendence					

Your Top Character Strengths: (Select those with the most “Yes” responses; can be fewer than 5)

1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_ 4. \_\_\_\_\_ 5. \_\_\_\_\_

# LCIA Administrator's Guide

## Activity 2: Identify Development Opportunities

In this activity the goal is to identify 1-3 potential development opportunities using the following questions. Development opportunities are not always lower-rated character dimensions, but can also include dimensions where you know there is room to grow. Development opportunities can sometimes be a top strength or a strength where greater balance is required.

Leadership Character Dimension	Is this strength important in my role or for my career goals? (Yes/No)	Have I had experiences that indicate this is a development area? (Yes/No)	Is this a strength I admire in others? (Yes/No)	Am I motivated to focus on developing in this area? (Yes/No)	Total Number of "Yes" Responses
Judgment					
Accountability					
Collaboration					
Courage					
Drive					
Humanity					
Humility					
Integrity					
Justice					
Temperance					
Transcendence					

Your Top Development Opportunities: (Select those with the most "Yes" responses; can be fewer than 3)

1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_

## The Power of Focus

- Now that you understand your strengths and development opportunities, it's time to select one or two development areas to prioritize
- It's important to select only one or two areas to focus on, because working with too many development opportunities at the same time can be overwhelming and impede progress

**Use the following templates to help you select one or two development areas to prioritize using the Top Strengths and Development Opportunities you've identified in Activities 1 and 2**

# LCIA Administrator's Guide

## Activity 3: Are Any Top Strengths a Development Opportunity?

My Top Strengths	Reflection Questions
Character dimension <hr/>	<ul style="list-style-type: none"><li>• How has this strength contributed to my career success?</li><li>• What are the potential benefits of further developing this dimension?</li><li>• Do I have a tendency to overuse this dimension, or is my usage balanced?</li></ul>
Character dimension <hr/>	<ul style="list-style-type: none"><li>• How has this strength contributed to my career success?</li><li>• What are the potential benefits of further developing this dimension?</li><li>• Do I have a tendency to overuse this dimension, or is my usage balanced?</li></ul>
Character dimension <hr/>	<ul style="list-style-type: none"><li>• How has this strength contributed to my career success?</li><li>• What are the potential benefits of further developing this dimension?</li><li>• Do I have a tendency to overuse this dimension, or is my usage balanced?</li></ul>

# LCIA Administrator's Guide

## Activity 4: Prioritizing Your Development Opportunities

My Top Development Opportunities	Reflection Questions
Character dimension _____	<ul style="list-style-type: none"><li>• What are the potential benefits of further developing this dimension?</li><li>• Is now a good time to focus on this dimension?</li></ul>
Character dimension _____	<ul style="list-style-type: none"><li>• What are the potential benefits of further developing this dimension?</li><li>• Is now a good time to focus on this dimension?</li></ul>
Character dimension _____	<ul style="list-style-type: none"><li>• What are the potential benefits of further developing this dimension?</li><li>• Is now a good time to focus on this dimension?</li></ul>

The reflection questions from Activities 3 and 4 should give you a sense of your clearest development areas to prioritize. Record them below:

My Top Development Opportunities

1. \_\_\_\_\_ 2. \_\_\_\_\_



## Identifying Your Development Goals

- The next step for development is to explore your selected top development opportunities in greater depth (Activity 5)
- Once you've reflected on what the underuse, overuse, and balanced usage of a given character strength looks like, it will be easier to identify next steps (Activity 6)
- When thinking of next steps, think of your ultimate goal (e.g., becoming a wise, decisive leader), as well as the smaller steps that would get you closer to reaching your ultimate goal (e.g., taking 2 minutes a day to reflect on upcoming decisions)

**Use the following templates to help you explore a character dimension that you've selected as a development opportunity**

## Activity 5: Deep Dive Into a Development Opportunity - Example

### Development Area

Dimension: **Humanity**

Elements: **Compassionate, Kind, Empathetic Forgiving, Magnanimous, Considerate**

Underuse (What happens without this character strength?)	Overuse (What happens when this strength is over-used or unbalanced by other dimensions?)	Balanced (What happens when this strength is used at the right time in the right amount?)
<ul style="list-style-type: none"> <li><i>I don't make small talk with others, I see it as a waste of time</i></li> <li><i>I don't make time for conversations with people when they're having a hard time, or I'm too busy to notice that someone is struggling</i></li> <li><i>I don't react compassionately when someone needs more time on a project or makes a mistake</i></li> </ul>	<ul style="list-style-type: none"> <li><i>I spend so much time listening to others' problems that I don't have time for my priorities</i></li> <li><i>I'm expected to cover other people's slack because I always say yes to last minute requests</i></li> <li><i>I'm starting to feel resentful when people come to me for advice</i></li> </ul>	<ul style="list-style-type: none"> <li><i>I have healthy relationships with the people I work with, I know they can come to me when they need help</i></li> <li><i>I set boundaries at work so that I have time to take care of myself and my priorities</i></li> <li><i>I don't try to solve every problem for others, but I help them to see how they can be more effective and successful</i></li> </ul>

# LCIA Administrator's Guide

## Activity 5: Deep Dive into a Development Opportunity

Development Area		
Dimension:		Elements:
Underuse (What happens without this character strength?)	Overuse (What happens when this strength is over-used or unbalanced by other dimensions?)	Balanced (What happens when this strength is used at the right time in the right amount?)

# LCIA Administrator's Guide

## Activity 6: My Next Steps – Big and Small

### Development Area

Dimension:

Elements:

Ultimate goal(s)

Smaller steps I can take to get closer to my ultimate goal

What challenges will I face?  
What strengths or strategies can I use?

## Setting Your Goals into Action

- Now that you have an ultimate goal for a given character strength and a series of smaller goals, you're ready to begin your development plan (Activity 7)
- A common mistake people make when embarking on a habit change plan is to set their expectations for themselves too high; select one or two small, easy-to-complete actions that will get you closer to your ultimate goal
- Another key part of successful habit change involves tracking your progress

Use the following worksheet to help you track your progress. Think about how you can make this change as easy as possible for yourself (setting up visible reminders, rewarding yourself, being accountable to someone else) as you set out on this development effort.

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## Activity 7: Tracking Your New Habit(s)

	Monday	Tuesday	Wednesday	Thursday	Friday
Did I practice my habit?					
If yes, where and when?					
What happened?					
Would I like to make this action a part of my routine?					
What can I do next time to increase my chance of success?					

Next Steps:  
Beyond the LCIA Report

## Long-Term Maintenance of Your Plan

- Leadership development is an ongoing process
- Guide employees in reflecting on roadblocks they might encounter as they work on developing their character strengths beyond your time together
- Help your team make plans for reducing the impact of these barriers
- Use the following questions to generate conversation and ideas:
  - *How will you know if you're continuing to make progress?*
  - *What supports will you rely on to overcome challenges?*
  - *How will you integrate new goals into your plan over time?*



## Long-Term Maintenance of Your Plan

- Tell your team to schedule monthly meetings with themselves to:
  - Revisit development goals
  - Review progress
  - Write down any key take-aways from the past development period
  - Adjust their plan as needed
  
- Let everyone know that over time, as they make progress, their goals and priorities may change (and that's okay!)

**Explain to employees that they can repeat this process of creating a plan for any new development opportunity they choose to prioritize**

## Supplemental SIGMA Resources

- You may find that some employees struggle to create actionable development plans, especially for longer-term goals or development areas that are less familiar to them
- To help these individuals, SIGMA has created a database of supplemental resources called the Leadership Character Development Series
- Each resource is inspired by the LCIA dimensions, grounded in research, and provides practical tips and activities for developing each dimension of leader character
- Click the link below to access our Leadership Series and download copies for your team today

[SIGMA's Leader Character Series](#)

## Reminders and Good Luck!

- We wish you all the best as you endeavor to help your employees grow into strong leaders
- Remember that development is an ongoing process; check in with your team throughout the year to see how their progress is going
  - *What has been your greatest success so far?*
  - *What has been your greatest learning or key takeaway?*
  - *What is a challenge you're facing at the moment?*
  - *Have you found any tips or tools particularly helpful in your development efforts?*

If you have any questions or would like support along the way, please don't hesitate to reach out to us (see contact info on next slide).

We're happy to help!

## Contact

**Contact Us:**

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