



Using the Leadership Character Insight Assessment (LCIA) to Create Mission, Vision, and Values Statements

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Begin projecting on the session day from this slide. Speaker notes begin on the next slide.

INTRODUCE YOURSELF AND THE SESSION TODAY, THANK EVERYONE FOR COMING.

Using the LCIA to Create M/V/V Statements



Overview

- By the end of today's session, you will understand:
 - What mission, vision, and values statements are
 - What character is and what it isn't
 - Your personal character strengths
 - How character can be leveraged to create your organization's mission, vision, and values
- You will leave today's session with a preliminary selection of mission, vision, and values statements to guide your organization's future goals

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There are a few objectives for today's session. We'll start by describing what the difference is between a mission statement, a vision statement, values statements, and show you an example of how LinkedIn uses all three. Next, we'll provide an overview of what character is, and is not. We'll discuss the model of character presented by the LCIA – the leadership assessment you have all taken. Then, we'll take a closer look at each of your personal LCIA reports as inspiration for which strengths the organization may already have. After that, we'll identify relevant character dimensions and the elements within those dimensions to base our statements around. Finally, we'll end with some brainstorming time to come up with these statements alone and as a group.

Hopefully by the end of today you will walk away with a better understanding of what mission, vision, and values statements are, what character is, and how character can inform an organization's strategic planning and future goals.

Getting Familiar with Mission, Vision, and Values

We'll start by describing the differences between an organization's mission, vision, and values statements, and the purpose of all three.

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Mission, Vision, and Values

- An organization's strategic plan for the future provides long-term purpose and direction. An essential part of the plan includes these three statements:
 - **Mission:** What our organization does and why it's important
 - **Vision:** Where our organization wants to be in the future, and what the "big picture" looks like
 - **Values:** What values guide our organization, and what values guide our employees' actions and decisions

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All of you are here today because you play a part in directing our organization's future, including our strategic plan, which provides long-term purpose and direction for the company.

Part of a good strategic plan is developing a company's mission, vision, and values statements. This trio of statements dictates what the company does, where it's going, and what sorts of values the organization prioritizes. Let's break each of these down.

First, a mission statement describes what the organization actually *does*. How does it differ from its competitors? What sort of industry are you in? What is your organization's reason for existing? And above all, why is it important that your organization provides a certain good or service? You'll want to be able to summarize what your organization does and why it's important in one sentence. That one sentence should let someone totally unfamiliar with your organization and industry understand quickly what it is that you offer.

Second, a vision statement is forward-looking. While a mission statement describes what you presently do and expect to continue doing, a vision statement provides a big-picture goal for the organization's future. Where might you want to go in the future? How is that different from what you're doing right now? The vision statement should be aspirational but still achievable, and help everyone in the organization feel like they're working towards

an important goal together. Like the mission statement, a vision statement should be summarized in one efficient sentence.

Finally, values statements are multiple statements that dictate what the core values of your organization are. What qualities do you prize above all else? What values do you try to show your clients or consumers in your work? What personal characteristics would you like your employees to embody and bring to the workplace every day? This is also where you can get creative and think about which values are unique to your organization and different from your competitors, or which can help you build your brand image. Maybe you're known or would like to be known in your industry for reliability, great customer service, or innovative solutions.

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Mission, Vision, and Values

- An example of a Mission/Vision/Values statement from LinkedIn:
 - **Mission:** To connect the world's professionals to make them more productive and successful.
 - **Vision:** Create economic opportunity for every member of the global workforce.
 - **Values:**
 - Put members first
 - Trust and care about each other
 - Be open, honest, and constructive
 - Act as One LinkedIn
 - Embody diversity, inclusion, and belonging
 - Dream big, get things done, and have fun

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Now that we have a better understanding of the differences between an organization's mission, vision, and values statements, let's take a look at an example. These statements are all from LinkedIn, the professional networking social media website.

LinkedIn's mission statement is clear – it clearly states that their goal is to connect working professionals, and the purpose of this is to help users' succeed.

Their vision statement is a bit more aspirational. Although on the surface level LinkedIn doesn't directly create economic opportunity by allowing working professionals to network, these new professional connections can help people find new jobs, change industries, and develop new skills, which can all help grow their own economic opportunities. Their vision statement is also a big-picture idea as it includes this idea of a global workforce. Most of the world is connected by the internet, so they know they have the power to influence the global workforce.

LinkedIn has six values statements. They are mostly relevant for their employees. They are values their employees are expected to embody and provide guidelines for how they should relate to their coworkers. These values statements are unique to every organization and help define the culture of the organization.

What is Character?

Now that we have a common understanding of mission, vision, and values, we can move into the second part – learning about leader character. We'll explore how the model for leader character can be used to inform the mission, vision, and values statements we are looking to draft for our organization today.



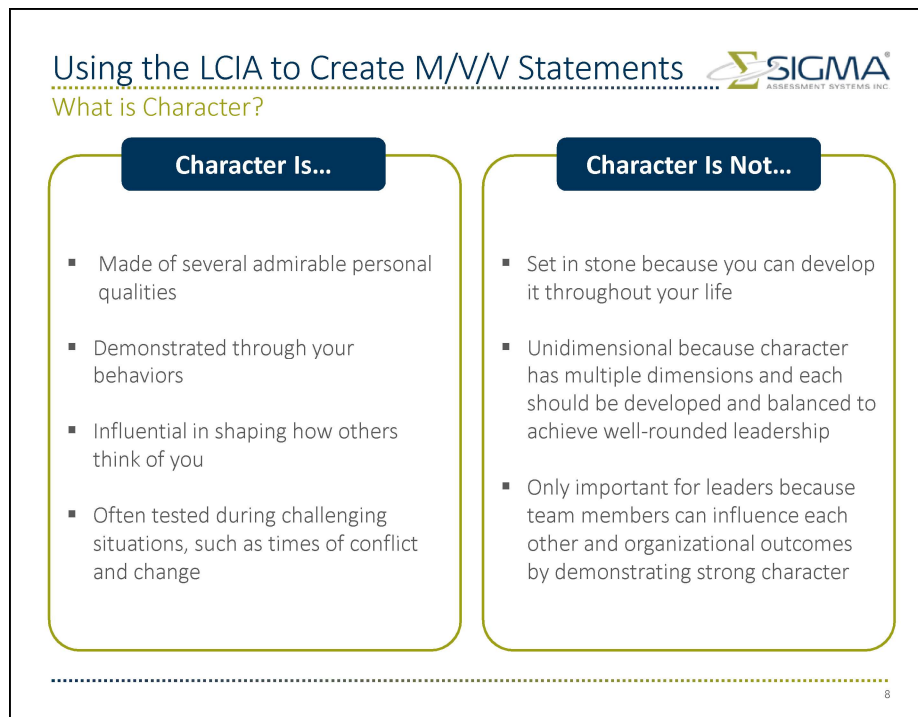
Character is like a tree and reputation is like a shadow.
The shadow is what we think of it; the tree is the real thing.

Abraham Lincoln

You may have heard the expressions “what a character”, “they are behaving out of character”, or “she’s a good character”. Most people have a general idea of what character means from these expressions – it’s your typical tendencies and personality qualities that makes you – you!

As this quote illustrates, character is closely related to your reputation, but it’s what you cultivate internally, while reputation is what you become known for – the outward behaviors you show to others that are *driven* by your internal character. For example, you may have a strong sense of integrity, but unless you show honesty and strong ethics in your dealings with others, you will not gain a reputation for it. This quote may help explain character better to those who are unfamiliar with that term but more familiar with what reputation is.

The focus of today’s session will be on exploring our own personal character profiles and discussing how character can inform the mission, vision, and values of our organization.



There are several common misconceptions about character that we'd like to clear up.

Let's focus on the left side first: what character *is*. Character is a collection of qualities like humility, drive, and good judgement, which have been classified as admirable throughout history and across cultures. If you think of people who have been admired as great leaders – past and present - you might notice that they demonstrate many of the character dimensions we assess with the LCIA.

A person's character is generally expressed through their behaviors. For example, someone who possesses a strong sense of humanity will behave compassionately to others – listening carefully, forgiving transgressions, and being generous with their time and money. In turn, the ways that we express our character will shape our reputation, or how others think of us.

The last point on the left side concerns when character is often demonstrated. While we might get a picture of people's character over time, often it's times of challenge or conflict that really show people's character. For example, some people may seem courageous in day-to-day settings, but when they are under pressure, do they still devote their energy to protecting and standing up for others?

Now let's turn our attention to the right side – what character *is not*. First, character is not something that is unchangeable. Today's session will help you understand your current character results across different dimensions, but with some effort and intentionality you can develop and improve those results to become a better leader every day.

Another common misconception is that higher scores are better. In general, this is true, however, character dimensions also need to be balanced, so it is better to improve slowly across all dimensions rather than quickly in just one.

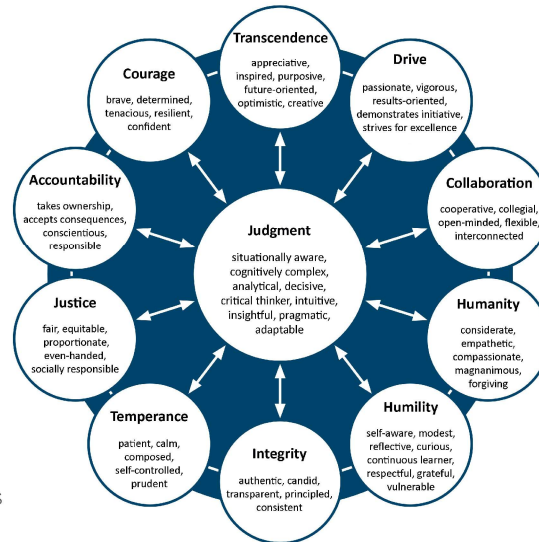
Last, although character is important for leaders, this training is meant for everyone in an organization. All coworkers interact and make decisions with each other, and when coworkers learn to embrace their character strengths and help colleagues with their areas of development, many important group outcomes can be achieved. Similarly, today we will be thinking about how we can use character to develop mission, vision, and values statements, which will act as guidelines for the organization as a whole.

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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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Now let's talk about the model for leader character.

On the right hand side you'll see the framework that the LCIA uses. Some terms might be familiar from the examples of character dimensions I gave in the previous slide (e.g., drive, integrity, temperance).

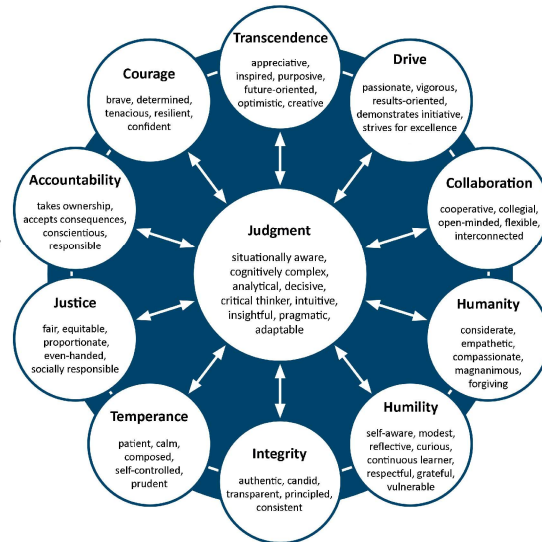
On this slide I want you to note the arrangement of dimensions. There are 11 dimensions in total, with judgment at the center. This placement is intentional, because judgment plays a central role in helping you decide which of the other dimensions should be used in a specific context. For example, a creative brainstorming exercise might require some drive and collaboration and less humility since you will want to ensure your ideas are heard. On the other hand, when taking responsibility for a mistake on behalf of your team, you want to exercise humility and accountability to ensure that you take ownership for your mistake and demonstrate that you have learned from it. When you're developing leader character, it's important to make sure the dimensions are balanced; it's better to improve slowly across all dimensions rather than quickly across just one or two.

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Model of Character

- The strength of the overall dimension depends on the strengths of the 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



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The second thing I'd like to point out is that each dimension – in bold – has sub-dimensions, called “elements,” listed underneath.

You can find definitions for all these elements within your LCIA report.

The important thing to remember about elements is that each element contributes to the overall strength of the dimension. For instance, those who tend to be calm, composed, self-controlled, and prudent, but often feel impatient (lacking the patience element) will find their overall score for temperance is lower than the individual scores on the first four elements. What that means is that it is important to develop each element of a dimension, rather than just focusing on certain ones.

Activity 1: Exploring Your LCIA Report

Now that we have a good understanding of character and the mission, vision, and values statements we're aiming to create today, let's take a look at your individual LCIA reports to see where your current character strengths lie.

ASK EVERYONE TO PULL OUT THEIR OWN LCIA REPORTS AND THEIR ACTIVITY WORKBOOK, EITHER VIRTUALLY OR IN-PERSON. HAND OUT WORKSHEET BOOKLET IF IT IS AN IN-PERSON SESSION. IF IT IS VIRTUAL, ENSURE EVERYONE CAN OPEN IT ON THEIR COMPUTERS.

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Activity 1: Exploring Your Report

- Take **10 minutes** to review your own LCIA report results alone, then **10 minutes** to discuss in a small group

- Alone, consider the following:
 - Do your character strengths resonate with you? Do you agree with your areas of development?
 - Can you think of examples where you exercised certain character strengths at work? For instance, a situation where you used humility, courage, or drive?

- Now, in a group, share your strengths and development areas and see what you have in common
 - Do any of your shared strengths align with the organization's goals for the future? What about your current shared areas of development?

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Thank you all for completing the LCIA assessment before coming today. Let's take some time to review our results on our own, then we'll break-out into small groups to discuss.

First, work on this activity alone. Flip to the first activity in your workbook and answer the questions on your own.

SET A TIMER FOR 10 MINUTES. IF RUNNING IN-PERSON SESSION, ENSURE EVERYONE HAS A PEN AND PAPER.

Great, now let's take some discuss with others here to see if you have similar strengths or development areas, and how those align with our organization's goals for the future. Take a look at the last question on this slide.

SET A TIMER FOR 10 MINUTES. IF RUNNING IN-PERSON SESSION, ENSURE EVERYONE HAS A PEN AND PAPER.

Activity 2: Identify Relevant LCIA Dimensions

We'll shift gears now to the main part of today's brainstorming session. We'll begin by considering the 11 dimensions of the character model and pinpoint a few to focus on integrating into the mission, vision, and values statements we create.

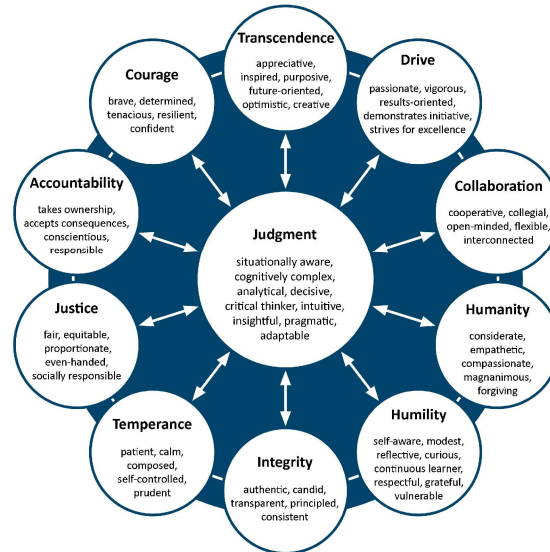
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Dimension Definitions

Do any of the dimensions stand out to you as particularly important for your organization's future?

Write down which ones stand out most to you.



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This is the second activity in your workbook.

Carefully consider each of the 11 character dimensions and think about whether they might be relevant either for 1) our mission (what do we do?), 2) our vision (where are we going?), or 3) our values (what do we prioritize and expect from ourselves?). When you are using the workbook, ensure you put a checkmark next to the relevant dimensions.

SET A TIMER FOR 15 MINUTES. AT THE END OF THE 15 MINUTES, MOVE TO THE NEXT ACTIVITY.

Activity 3: Relevant Elements

Once we have identified the most relevant character dimensions for our organization, we can narrow down into which elements in these dimensions are specifically helpful for us to include in the statements. You will find that some elements are more relevant for our organization while others are less relevant.

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Relevant Elements

- Now that you have a shortlist of relevant dimensions, take a closer look at the elements associated with each selected dimension
- Do any elements look especially important or relevant for defining your organization's identity and goals for the future?
- Are any elements less important or irrelevant to what you want your organization's future identity and goals to look like?
- Identify both important and less important elements

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This activity corresponds to activity #3 in your workbooks.

Using only the dimensions you identified as relevant in the preceding activity, look at the elements within them. For example, if you highlighted Justice as important to your organization, consider whether the elements Fair, Equitable, Proportionate, Even-Handed, or Socially Responsible are most relevant to your organization's goals. The idea here is to select only a few of the most important elements to include in your mission, vision, and values statements, since you cannot include everything while also keeping the statement clear and concise.

When considering which elements to include and which to exclude, consider the following questions:

- Do any elements look especially important or relevant for defining your organization's identity and goals for the future?
- Are any elements less important or irrelevant to what you want your organization's future identity and goals to look like?

SET A TIMER FOR 20 MINUTES. INSTRUCT PEOPLE TO WORK ALONE ON THIS ACTIVITY. IF HOLDING THIS SESSION IN PERSON, YOU CAN WORK THROUGH THE NEXT 11 SLIDES, PAUSING ONLY ON THE MOST IMPORTANT DIMENSION SLIDES (YOU DO NOT NEED TO

STOP ON SLIDES THAT SEEM IRRELEVANT FOR THE ORGANIZATION). IF HOLDING THE SESSION VIRTUALLY, ALLOW PEOPLE TO WORK SILENTLY ON THE THIRD ACTIVITY IN THE WORKBOOK.

ONCE TIME IS UP, MOVE TO SLIDE 28.

Using the LCIA to Create M/V/V Statements



Relevant Elements: Judgment

adaptable
cognitively complex
analytical
intuitive
JUDGMENT
decisive
contextually aware
insightful
critical thinker
pragmatic

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.

ELEMENTS

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.

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Relevant Elements: Courage

tenacious
COURAGE
resilient
determined
confident
brave

COURAGE

Does the right thing even though it may be unpopular, actively discouraged, and/or result in a negative outcome for him/her. Shows an unrelenting determination, confidence, and perseverance in confronting difficult situations. Rebounds quickly from setbacks.

ELEMENTS

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.

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Relevant Elements: Drive

DRIVE

passionate
DRIVE
results-oriented
demonstrates initiative
strives for excellence
vigorous

Strives for excellence, has a strong desire to succeed, tackles problems with a sense of urgency, approaches challenges with energy and passion.

ELEMENTS

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.

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Relevant Elements: Collaboration

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.

ELEMENTS

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.

Using the LCIA to Create M/V/V Statements



Relevant Elements: Integrity



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.

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.

Using the LCIA to Create M/V/V Statements



Relevant Elements: 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

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.

Using the LCIA to Create M/V/V Statements



Relevant Elements: Accountability

takes ownership
accepts consequences
ACCOUNTABILITY
conscientious
responsible

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.

ELEMENTS

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.

Using the LCIA to Create M/V/V Statements



Relevant Elements: Justice

fair
JUSTICE
proportionate even-handed
socially responsible
equitable

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.

ELEMENTS

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.

Using the LCIA to Create M/V/V Statements



Relevant Elements: Humility



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.

ELEMENTS

Self-Aware: Is mindful of one's own personal feelings, thoughts, values, motives, reactions, and behaviour.

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.

Using the LCIA to Create M/V/V Statements



Relevant Elements: Humanity

for
forgiving
empathetic
compassionate
magnanimous
considerate
HUMANITY

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.

ELEMENTS

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 him/herself 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.

Using the LCIA to Create M/V/V Statements



Relevant Elements: Transcendence

purposive
creative
future-oriented
appreciative
optimistic
inspired
TRANSCENDENCE

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.

ELEMENTS

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.

Activity 4: Bringing it Together by Brainstorming Strategic Statements

At this point, we have a list of leader character dimensions and elements that are important to our organization.

Today's final activity will focus on using these elements to draft mission, vision, and values statements for our organization.

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Activity: Brainstorming Strategic Statements

- Now that you have a better idea of 1) which character dimensions are already often used at your organization, and 2) which character dimensions and particular elements are most relevant to your organization's future goals, you can bring these ideas together
- In this final activity, you will work alone then in a group to draft ideas for your organization's mission, vision, and values statements

First, we will brainstorm on our own, then bring our ideas together in the final activity.

Using the LCIA to Create M/V/V Statements



Activity: Brainstorming Strategic Statements

- **Mission:** Draw on relevant character dimensions and elements to highlight what your organization is already doing well
 - E.g., if you're already known for industry-leading dependability and timeliness, these are related to accountability
- **Vision:** Select important dimensions or elements to set as aspirational goals for your organization
 - E.g., if you would like your organization to become known for its social activism, ensure you draw inspiration from the humanity dimension in your vision statement
- **Values:** Use examples of important character dimensions or elements to inform how you'd like your employees, executives, and company to behave
 - Consider what qualities your clients would like you to embody, ones that align with your other strategic goals, or ones that your leaders already have as strengths

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Let's re-cap what you are meant to do with regards to brainstorming an appropriate mission, vision, and values statements.

For the mission statements, you will want to draw on relevant character dimensions and elements to highlight what your organization is already doing well.

For the vision statements, you'll want to select important dimensions or elements to set as aspirational goals for your organization.

Finally, for the values statements, ensure you use examples of important character dimensions or elements to inform how you'd like your employees, executives, and organization as a whole to behave.

Using the LCIA to Create M/V/V Statements



Activity: Brainstorming Strategic Statements

- First, brainstorm separately for **15 minutes**
 - Jot down all your ideas for mission, vision, and values statements
 - At this point, don't overthink or be overcritical about your own ideas; just try to get them on the paper

- Then, bring your ideas together in a group for **45 minutes**
 - This is when you can take a more critical look at everyone's ideas
 - Try to find commonalities between what people have brainstormed and see if there is a consensus around which character elements to include in your statements
 - Finalize a statement for your mission and vision, and select a few of your favourite values statements

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During the first brainstorming time slot, make sure you aren't overly critical of your ideas. This is the time to generate ideas, not refine them.

Using activity 4 in your workbook, write down all your ideas for a mission statement, then a vision statement, and finally a values statement. We can refer back to the LinkedIn example slide if you want an example to base your ideas off of.

SET A TIMER FOR 15 MINUTES. AT THE END OF THE FIFTEEN MINUTES, MOVE ON TO THE BELOW TEXT.

Let's brainstorm together now. This is the time to refine your ideas and narrow down the statements you've all come up with into a few to keep.

Ensure that you find commonalities between what everyone has come up with and what you have come up with yourself. Keep the consensus choices for your final selections.

SET A TIMER FOR 45 MINUTES. ENSURE EVERYONE HAS A CHANCE TO SPEAK (MODERATE THE CONVERSATION). IN THE LAST TEN MINUTES YOU WILL PICK SOME FINAL STATEMENTS TO KEEP.

Using the LCIA to Create M/V/V Statements



Contact

If you have any questions about our mission, vision, and values statements 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/>

Thank you all for joining in today's mission, vision, and values statements brainstorming session. This was a great way to kick off our strategic planning on this front. We accomplished a lot today and hope you learned a lot about character as well. If you have other questions about where we'll be going next with our strategic planning, contact [NAME]. If you have general questions about character, you can contact the test publisher on the screen.



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