



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

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

Getting Familiar with Mission, Vision, and Values

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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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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

What is Character?

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

What is Character?

Character Is...

- Made of several admirable personal qualities
- Demonstrated through your behaviors
- Influential in shaping how others think of you
- Often tested during challenging situations, such as times of conflict and change

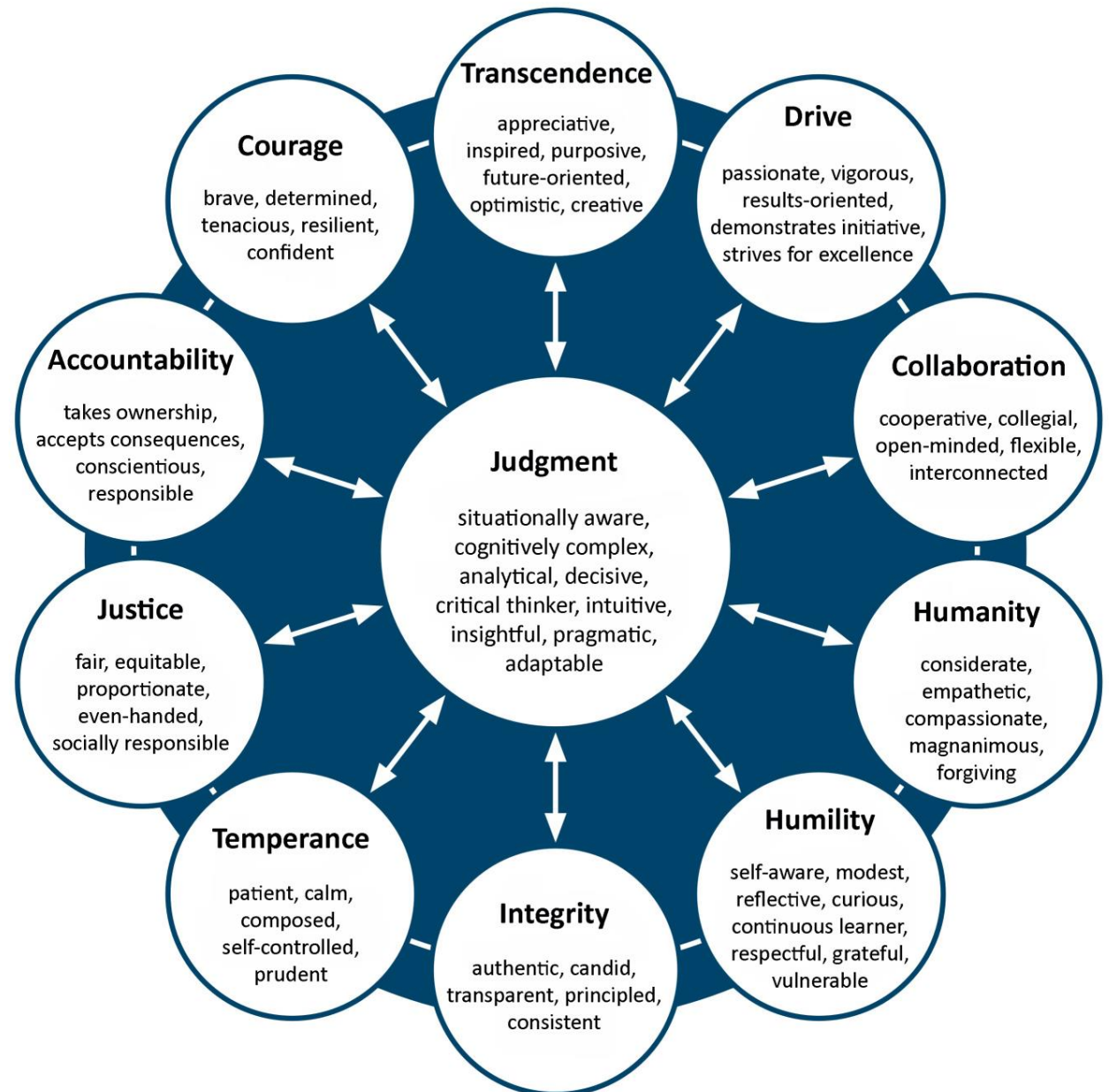
Character Is Not...

- Set in stone because you can develop it throughout your life
- Unidimensional because character has multiple dimensions and each should be developed and balanced to achieve well-rounded leadership
- Only important for leaders because team members can influence each other and organizational outcomes by demonstrating strong character

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Model of Character

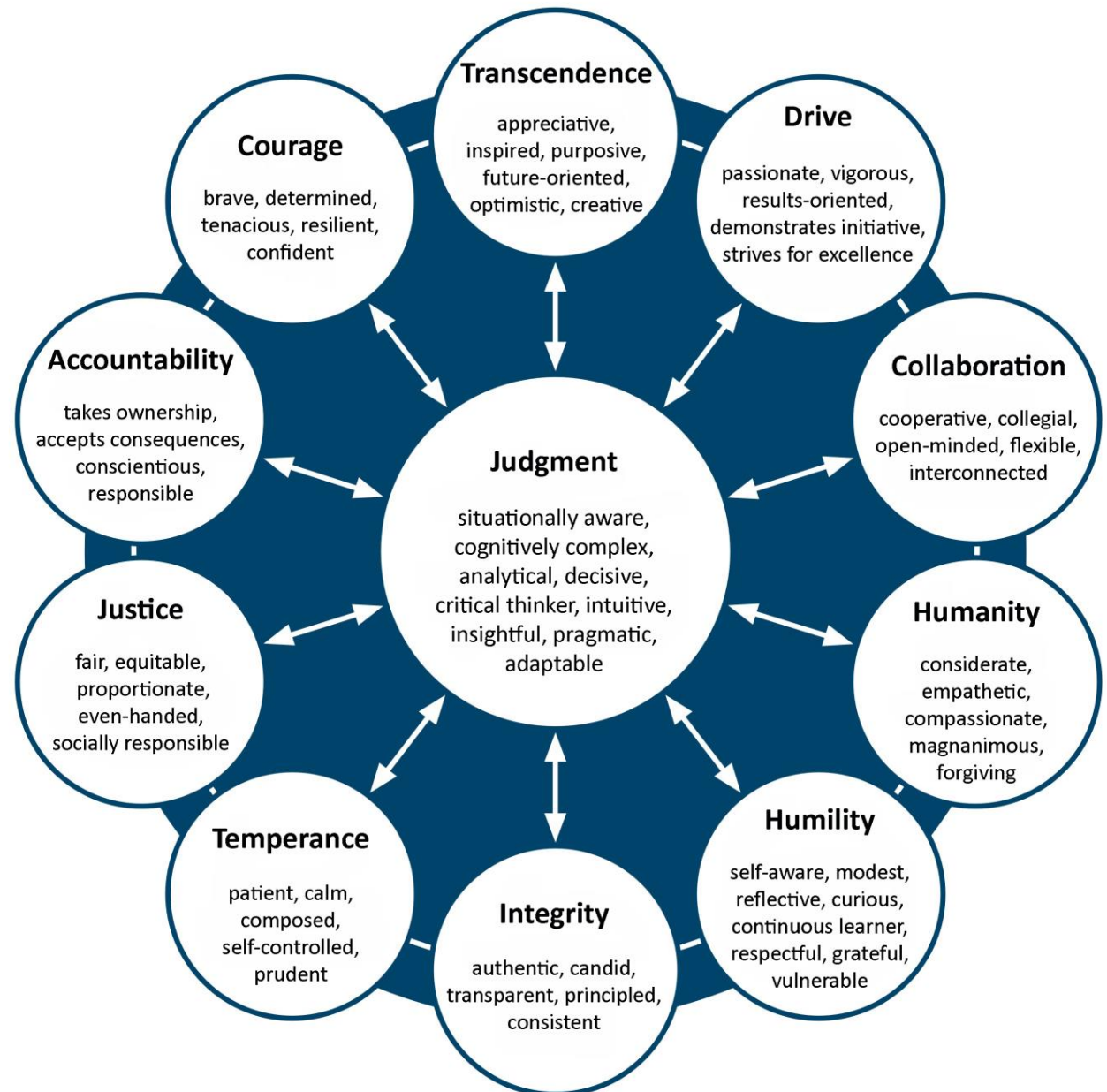
- In the LCIA model, character is made up of 11 dimensions
 - Each dimension has several elements within it
- Judgment plays a key role:
 - Judgment controls **when** and **how** we choose to behave; think of it like an air traffic controller that determines when to prioritize certain dimensions and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



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Model of Character

- The 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



Activity 1: Exploring Your LCIA Report

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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?

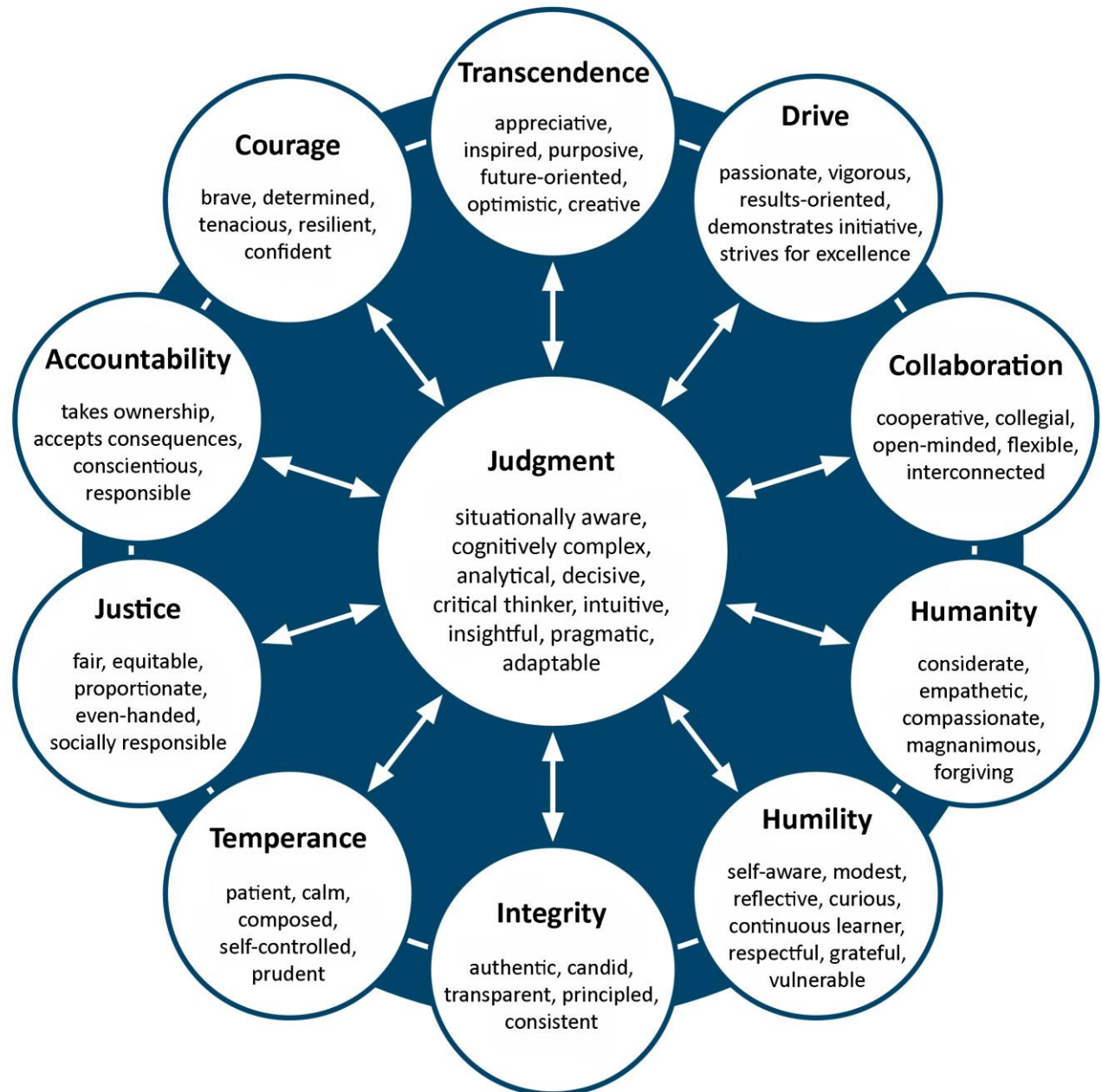
Activity 2: Identify Relevant LCIA Dimensions

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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.



Activity 3: Relevant Elements

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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Relevant Elements: Judgment



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: Skilfully 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



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

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.

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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.

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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.

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Relevant Elements: Accountability

ACCOUNTABILITY

takes ownership
accepts consequences
ACCOUNTABILITY
conscientious
responsible

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.

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Relevant Elements: Justice

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.

fair
JUSTICE
proportionate even-handed
socially responsible
equitable

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.

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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.

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Relevant Elements: Humanity

HUMANITY

forgiving
empathetic
compassionate
magnanimous
considerate
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.

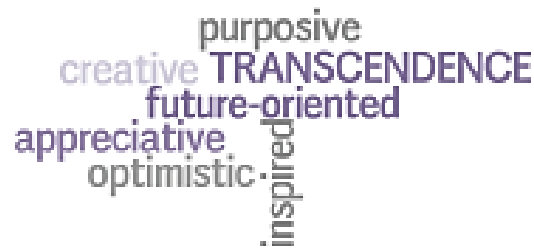
Magnanimous: Remains "big-spirited", generous, and/or forgiving, especially towards rivals or those who are less powerful.

Forgiving: Responds to mistakes with patience and understanding. Gives people a fair chance to learn and improve.

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Relevant Elements: 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

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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

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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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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

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/>**



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