

#1 – Increase your performance and capacity to lead

AND

2 – Help others increase their performance/capacity to lead
SO THAT

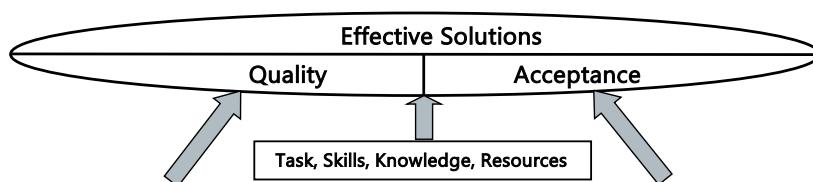
#3 – You can discover how best to make your contribution in the world

What is This Course About?

- Session I – Team Dynamics & Effective Problem Solving
- Session II – Team Dynamics & Self-Management
- Session III – Team Dynamics, Flow & Case Study
- Optional Session – Tools for Flourishing
- Session IV – Leadership & “The Vision Thing”
- Session V – Valuing Differences
- Session VI – Power, Persuasion & Influence - I
- Session VII – Power, Persuasion & Influence - II
- Session VIII – Giving & Receiving Effective Feedback
- Session IX – Change, The Future & Course Wrap-Up

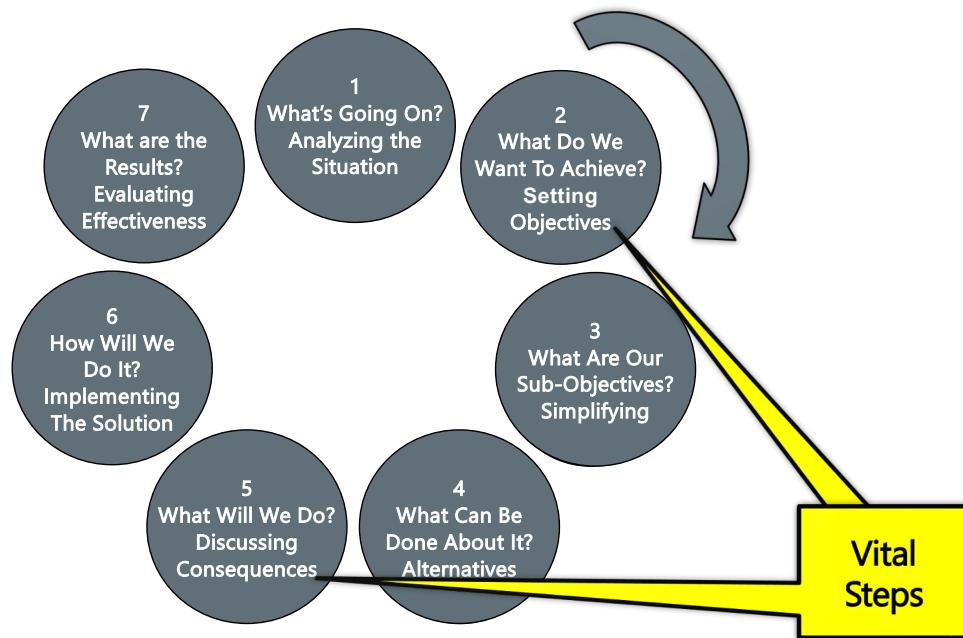
Teams
Personal
Strategy
Wrap-Up

Synergistic Problem Solving



- | | |
|--|--|
| <ul style="list-style-type: none">• Rational Skills/Proc.<ul style="list-style-type: none">• Analyzing the Situation• Setting Objectives• Simplifying the Problem• Considering Alternatives• Discussing the Consequences | <ul style="list-style-type: none">• Interpersonal Skills/Proc.<ul style="list-style-type: none">• Listening• Supporting• Differing• Participating• Striving for Consensus/Quorum |
|--|--|

The Rational Process Here



System I and System II Thinking

System I

- Fast
- Intuitive
- Emotional
- Automatic
- Frequent
- Subconscious



System II

- Slower
- Deliberate
- Rational
- Logical & Purposeful
- Infrequent
- Conscious



Hints on Rational Skills

- First, define objectives
 - Easy to lose track of objective
 - Don't confuse objective with action
 - Clearly articulate the objective if in a group
- Second, separate identification from selection
 - Identify alternatives
 - Promote diverse solutions
 - Then, make selection
 - Finally, employ System II (or, if appropriate, System I) thinking

Interpersonal Skills Here

5. **Consensus:** Work toward a solution that all members accept as logical and feasible

Quorum can also work if consensus is not possible

4. **Participating:** Ask less talkative members open-ended questions

3. **Differing:** Clearly express concerns in a way that does not suggest that the other person is wrong

2. **Supporting:** Mention the specific elements that you find useful in what the person has said and build on these

1. **Listening:** Before speaking, summarize what the previous person has just said

Hints on Interpersonal Skills - I

1. Listening is really hard to do – the problem is our brains are faster than our speech – we think faster than we speak
2. There is a tendency for members to focus first on what is wrong with an idea – after shooting it down they may find the positive aspects – this tends to make others give up, “What’s the use?”

Hints on Interpersonal Skills - II

3. In supporting, after listening and commenting on the positive aspects, note: “What concerns me about this . . . ” or “What I am having difficulty with is . . . ” or “Help me understand . . . ”
4. Can use consensus (everyone can live with result) or quorum (strong majority)

\$5000 Take-Aways

- Effective Solution = [Quality] X [Acceptance]
 - Analyzing, setting objectives, simplifying, considering alternatives, discussing consequences
 - Listening, supporting, differing, participating, striving for consensus/quorum
- Problem solving involves both Rational and Interpersonal skills
- Teams have the potential to produce decisions superior to individual decisions
- You have the power to influence and lead others

The Imposter Syndrome



We Discount the Positive Things We Have Achieved
We Put Ourselves at the Bottom of Who We Care About

Road Map for Session II

- Teams & Individuals – Results
- Advantages/Disadvantages of Teams
- Managing Oneself
- Strengths – Gallup Clifton Strengths
- Strengths – VIA Character Strengths
- Core Values
- Wrap Up



Team & Individual Scores from Volunteers

	FBG 1	FBG 2	FBG 3	FBG 4	FBG 5	FBG 6	FBG 7	FBG 8
Average Individual Score [Find average score of given team members] Step 6	61	56	56	63	48	59	66	54
Team Score (With Discussion) Step 7	66	62	62	66	54	48	70	56
Gain (Loss) Score [Subtract Step 7 from Step6, negative number represents a loss] Step 8	-5	-6	-6	-3	-6	11	-4	-2
Percent Change [Divide Step 8 by Step 6, multiply result by 100] Step 9	-8%	-12%	-12%	-5%	-13%	19%	-5%	-5%
Best Individual Score [Best (i.e., lowest) individual score of team] Step 10	52	47	50	53	42	30	62	42
Number of Members Better Than Team [Number of individual scores better (i.e., lower) than Step 7] Step 11	4	4	5	4	5	1	3	4

Simulation Take-Aways

- The typical scores of averaged individuals ranged from 50 to 70; this year the range in our class was 54 to 66 (similar to YIF)
- Team scores are often in a similar range but with larger variation; this year the range in our class was from 48 to 70

Simulation Take-Aways

- A small minority of team results (1 out of 8 teams) was better than averaging individual results
- Discussion did contribute to the “wisdom of crowds” in this one case and improved results that led to spectacularly enhanced scores
- All teams (8 out of 8) had one or more individuals with better scores than team average

Tips to Enhance Group Decisions

- One way to reduce over-confidence among professionals is to ask people to give at least one reason why they are wrong
- Listen to the estimate of every single person in the group
- Don't adjust your estimate unless you trust the reasons behind it
- Beware the "illusion of effective discussion"

[See, <https://knowledge.wharton.upenn.edu/article/self-awareness-key-to-more-effective-team-discussions/>]

Some Benchmarking

[Bushfire Simulation Results Based on 24 Student Teams]

Group	Score
Average individual score (entire sample)	57
Average team score (entire sample)	51
Average gain (loss) score (entire sample)	6
Average percent Change (entire sample)	10%
Average Best Individual Score	46
Percent of Teams Improving over Best Individual Score	25%

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Advantages of Group Decision-Making



- More complete information
- Uses diversity of experience
- Generation of more alternatives
- Solutions more likely to be accepted by those concerned

Disadvantages of Group Decision-Making

- Can be dominated by a few
- Time-consuming
- Pressure to conform or "groupthink"
- Potential for Group Think or Polarization and other biases



"Mr. Bigmeister likes to start each meeting with the pledge of allegiance."

When Are Groups More Effective?

- When a **distinction** is made between identification and selection of alternatives
- When creativity is important
- When buy-in is important
- When size of group is 5-7 people (even 4 is OK)
- When groups can avoid biases



COMING ATTRACTIOnS

- Session III will wrap up our course work on teams
 - We will examine flow plus a key case study
 - You have a *Case Analysis Essay* due day of Session III by 4 PM(first written assignment) – be sure to carefully read instructions – a template is supplied in the syllabus
 - Additional readings and video viewings are required

COMING ATTRACTIOnS

Key Dates

- *Case Analysis* – 4 PM, Monday, November 14th (before Session III)
- Optional Session – Tools for Flourishing – 6:30 PM, Wednesday November 16th
- *Initial Vision* – 4 PM, Friday, November 18th (before Session IV)

Assignment

- Read "The Team That Wasn't" case
- Read how to write a case study analysis in the course syllabus
- Be sure you are ready to discuss this case study and know the case cold – you will have a debrief in a small group led by your TA
- Read "Resonance, Leadership, and the Purpose of Life" – know cold
- Read "Values," Chapter 7 of *A Primer in Positive Psychology*
- Read "The Group Organics Model" – skim, get main points
- View two videos regarding Csikszentmihaly (see syllabus for link)

Case Analysis for Session III [Major Assignment]

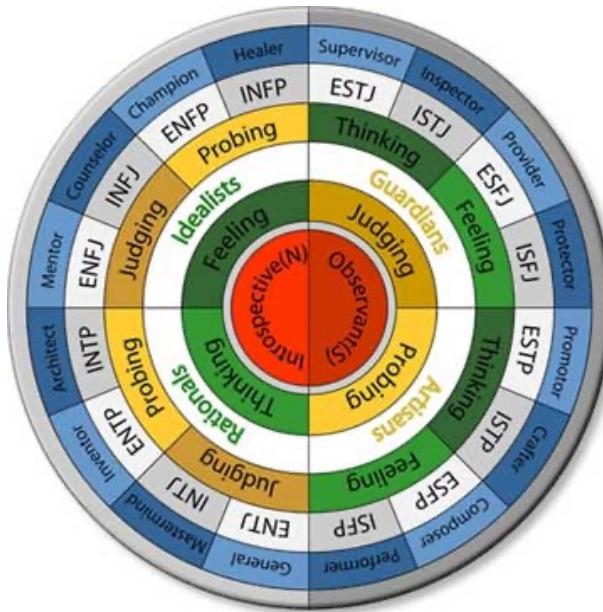
- Be sure to read the instructions for the Case Analysis before starting (see syllabus)
- Follow the template of the instructions and make specific recommendations (typically more than one) and proofread your work
- You may not use any materials outside of this course
- Start tonight by reading case and drafting rough analysis

Initial Vision for Session IV

[Major Assignment]

- **Be sure to read the instructions for the Initial Vision before starting (syllabus)**
- Three major sections are required, follow template of the instructions
- **Email to your TA before 4 PM and Dwight , day of Session IV**
- **Bring a copy** to class but do not distribute to your FBG

An Announcement



- The MBTI (preference assessment) will open soon (after today's class)!
- Take the MBTI ASAP
- Take in relaxed state
- Don't overthink choices – use your first gut response
- Provide authentic responses as you are now (not as you might hope to be)



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More About Managing Oneself

“True understanding comes from reflecting on your experience”

Warren Bennis

“Effective leaders . . . have a high degree of emotional intelligence”

Daniel Goleman

“Success comes to those who know themselves”

Peter Drucker

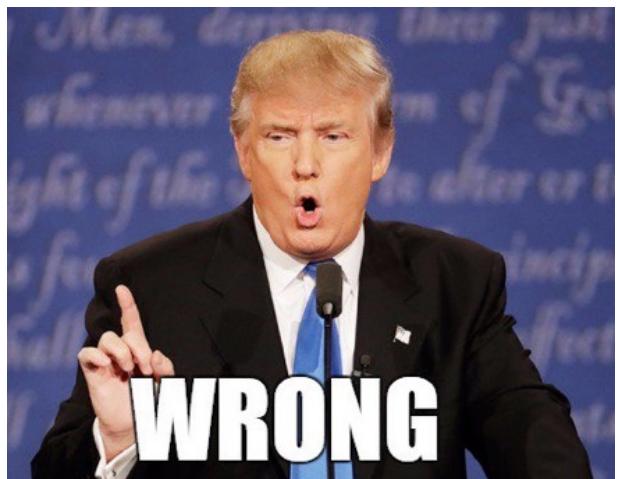
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What Companies Get Wrong

1. Person can be competent at anything if trained (companies then spend too much time on training)
2. The greatest area for "opportunity" is an employee's area of greatest weakness (the development plan then focuses on this weakness)



[Now, Discover Your Strengths, Buckingham and Clifton]

Right Assumptions

1. Each person's talents are enduring and unique
2. Each person's greatest room for growth is in their area of greatest strength



[Now, Discover Your Strengths, Buckingham and Clifton]

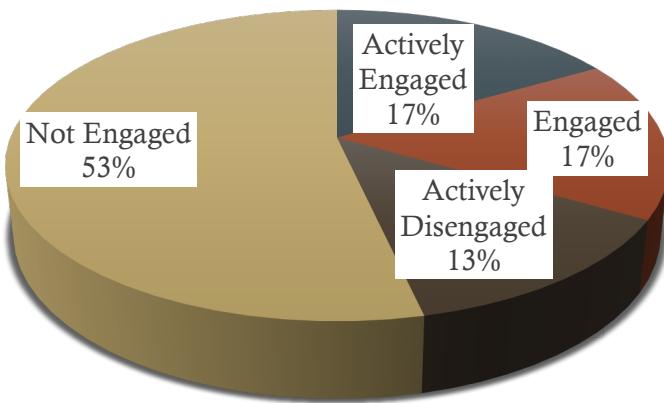
Strengths Road Map



Disengagement



Business Case Engagement at Work



[See "Employee Engagement on the Rise in the U.S." August 2018]

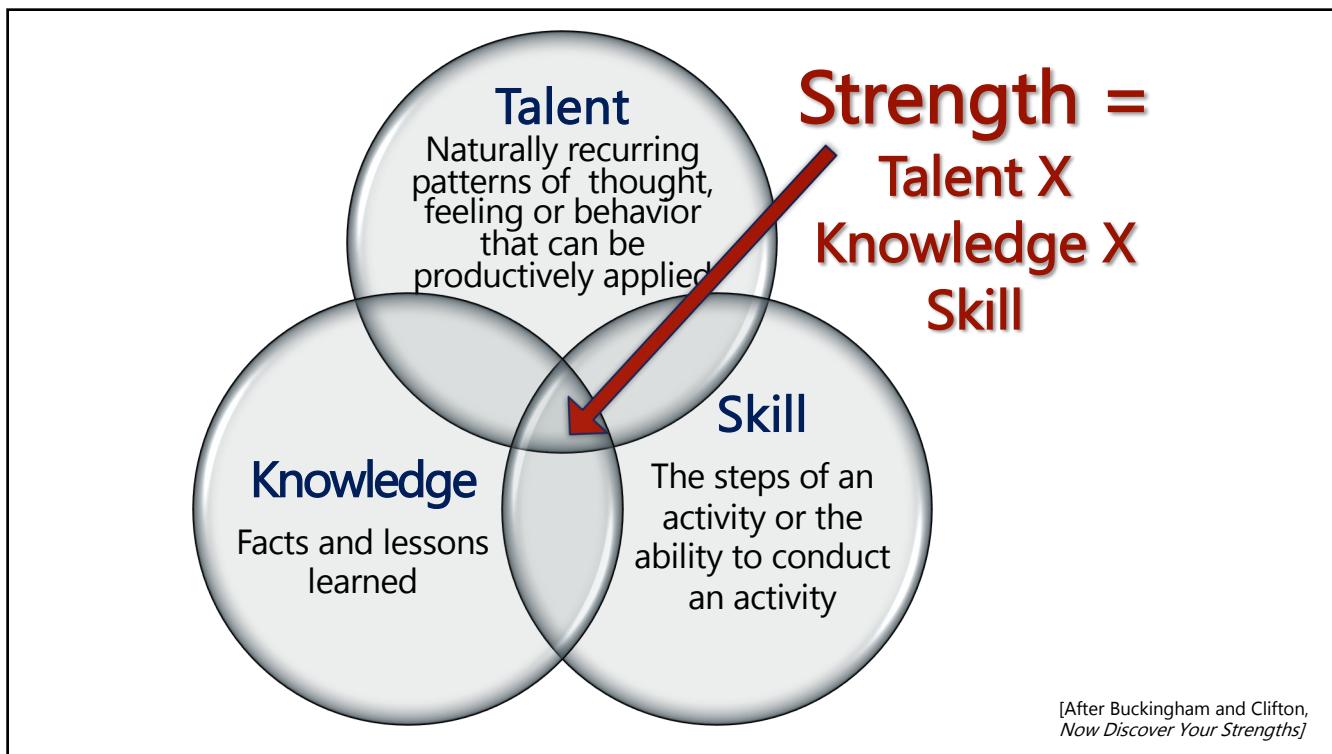
- About 66% of workers often find work a source of frustration rather than one of fulfillment

Strengths Road Map



The “Big Three” Components of Strengths

[© Strengths Publishing. All Rights Reserved]



Self & Team Summary Gallup Clifton Strengths

Execution	Self		Influencing		Building		Strategic Thinking			
	Self	FBG	Self	FBG	Self	FBG	Self	FBG	Self	FBG
Achiever			Activator		Adaptability		Analytical			
Arranger			Command		Developer		Context			
Belief			Communication		Connectedness		Futuristic			
Consistency			Competition		Empathy		Ideation			
Deliberative			Maximizer		Harmony		Input			
Discipline			Self-Assurance		Includer		Intellection			
Focus			Significance		Individualization		Learning			
Responsibility			Woo		Positivity		Strategic			
Restorative					Relator					

Synergy



Try Using One of Your
Signature Strengths 15
Minutes More During
the Coming Week

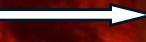
Building Your Strengths: Example

If your talent is...

- Communication:
 - Definition: you find it easy to put their thoughts into words. You are a good conversationalist and presenters.
 - Example Use: take the lead on a presentation to customers, teams, peers.
- Maximizer:
 - Definition: you seek to transform something strong into something superb.
 - Example Use: lead a process improvement initiative.
- Woo:
 - Definition: you love the challenge of meeting new people and winning them over.
 - Example Use: establish new relationships with external partners, customers or clients.

[Source: Gallup Organization; StrengthsFinder 2.0]

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Character Strengths

practices to support flourishing

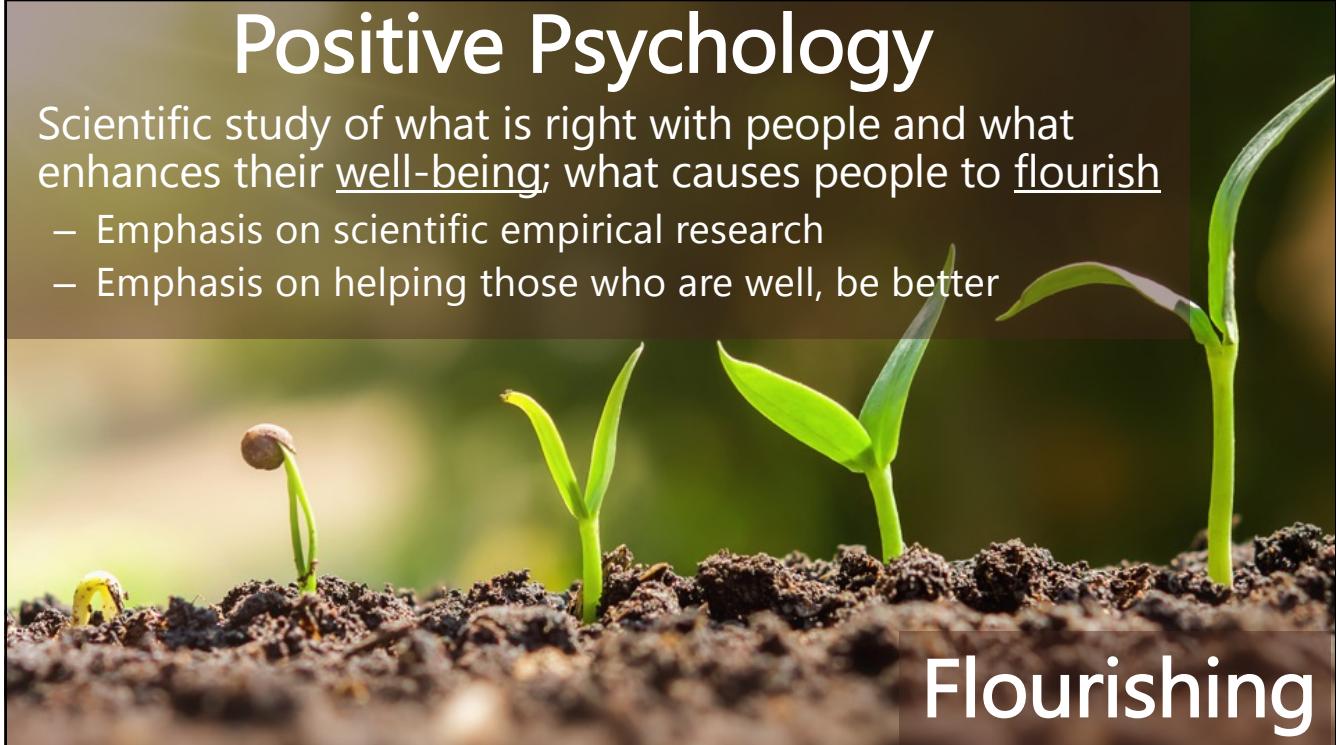


Positive Psychology

Scientific study of what is right with people and what enhances their well-being; what causes people to flourish

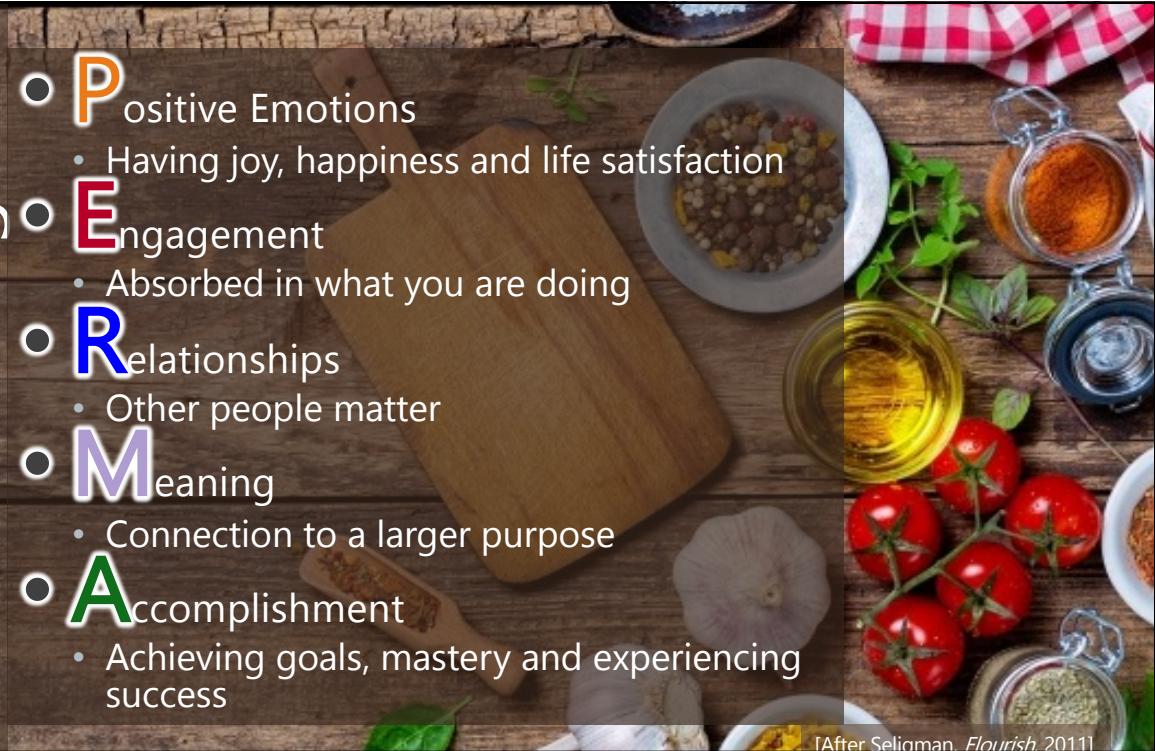
- Emphasis on scientific empirical research
- Emphasis on helping those who are well, be better

Flourishing



5 Ingredients for Flourishing

- **P**ositive Emotions
 - Having joy, happiness and life satisfaction
- **E**ngagement
 - Absorbed in what you are doing
- **R**elationships
 - Other people matter
- **M**eaning
 - Connection to a larger purpose
- **A**ccomplishment
 - Achieving goals, mastery and experiencing success



Virtues – Universal Core Characteristics

- Six virtues found from examining:
 - Multitude of cultures/countries
 - Multitude of religions
 - Multitude of Individuals
 - Multitude of organizations



Virtues – Universal Core Characteristics

- Six Virtues are:
 - Wisdom
 - Courage
 - Humanity
 - Justice
 - Temperance
 - Transcendence



- Virtues across cultures are:
 - Wisdom (used for good, creativity, judgment)
 - Courage (bravery, integrity, perseverance)
 - Humanity (relating, generosity, kindness)
 - Justice (equity [West], equality [collectivist])
 - Temperance (moderation, prudence, humility)
 - Transcendence (Larger than ourselves, awe)

Character Strengths

- Psychological ingredients that define virtues
- For example, virtue of courage is made up of:
 - Zest
 - Bravery
 - Honesty
 - Perseverance



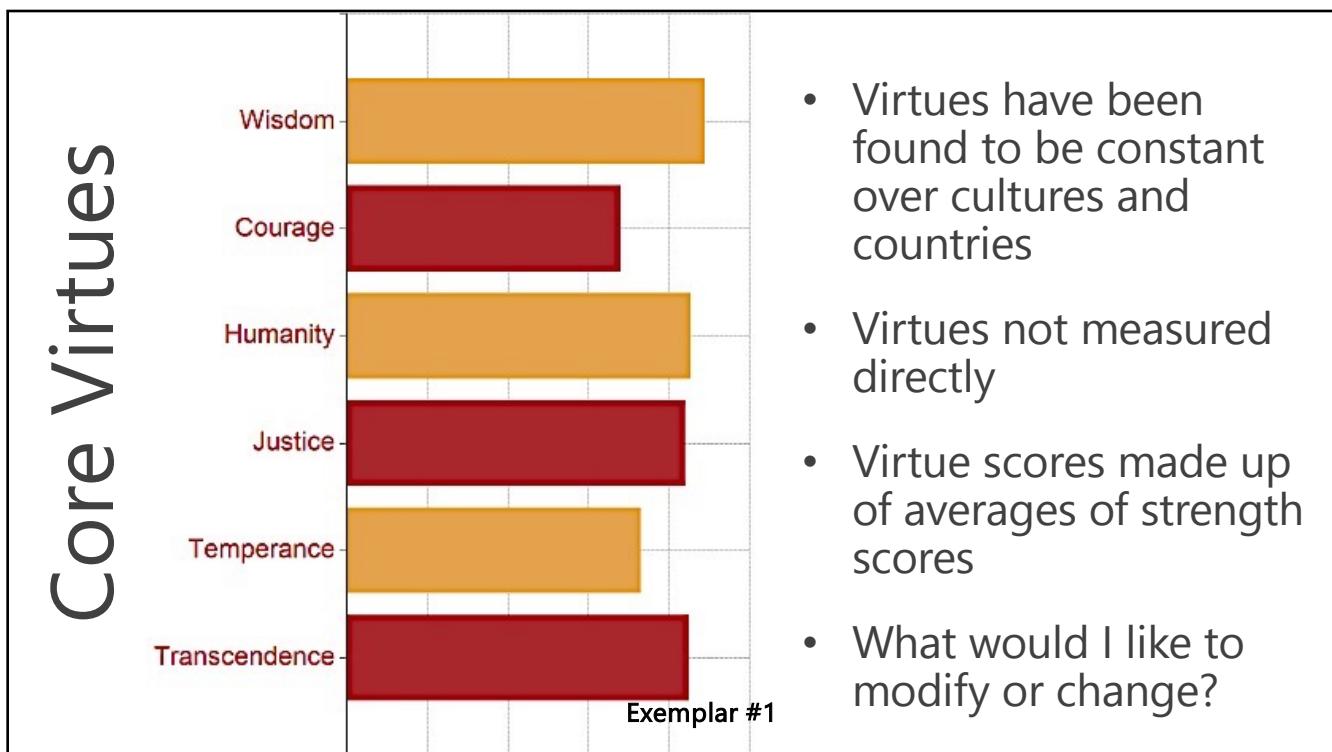
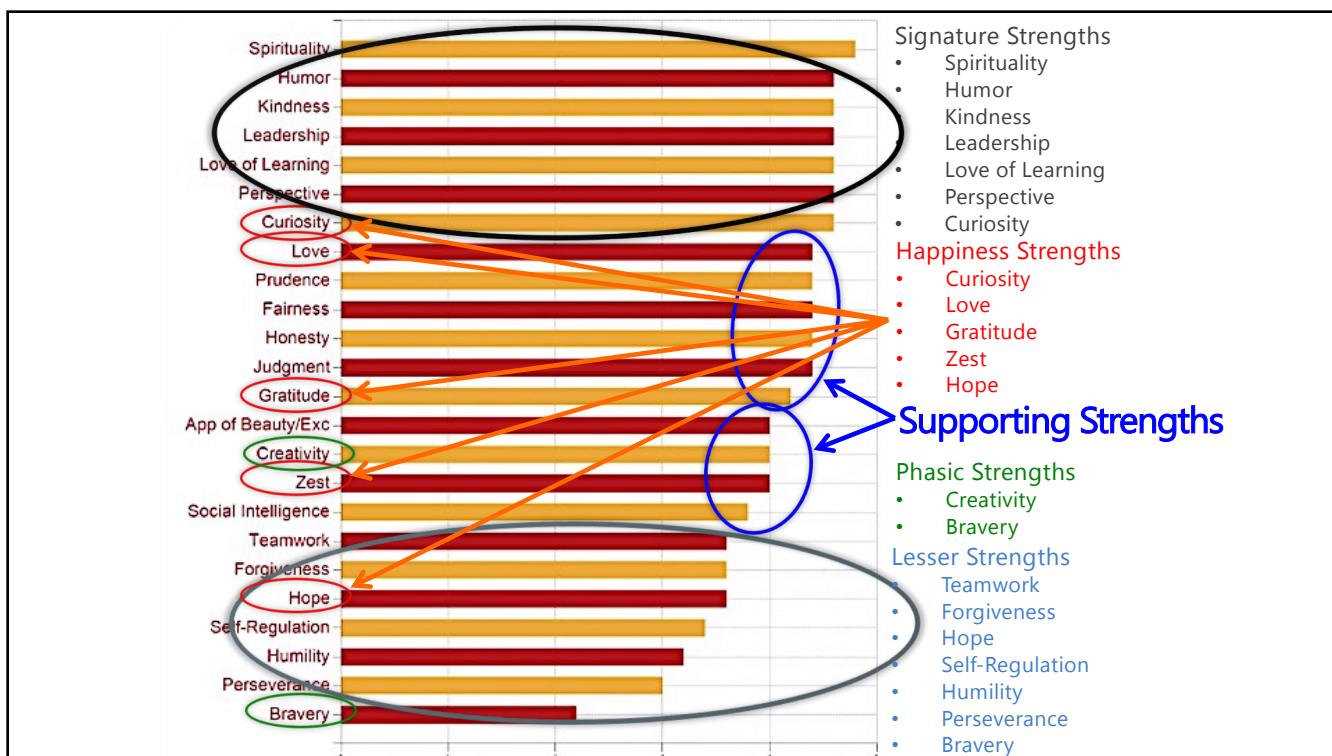
WISDOM	CREATIVITY • Originality • Adaptive • Ingenuity	CURIOSITY • Interest • Novelty-Seeking • Exploration • Openness	JUDGMENT • Critical Thinking • Thinking Things Through • Open-mindedness	LOVE OF LEARNING • Mastering New Skills & Topics • Systematically Adding to Knowledge	PERSPECTIVE • Wisdom • Providing Wise Counsel • Taking the Big Picture View
COURAGE	BRAVERY • Valor • Not Shrinking from Fear • Speaking Up for What's Right	PERSEVERANCE • Persistence • Industry • Finishing What One Starts	HONESTY • Authenticity • Integrity	ZEST • Vitality • Enthusiasm • Vigor • Energy • Feeling Alive	
HUMANITY	LOVE • Both Loving and Being Loved • Valuing Close Relations with Others	KINDNESS • Generosity • Nurturance • Care & Compassion • Altruism • "Niceness"			SOCIAL INTELLIGENCE • Aware of the Motives/Feelings of Self/Others • Knowing what Motivates Other People Tick
JUSTICE	TEAMWORK • Citizenship • Social Responsibility • Loyalty			FAIRNESS • Just • Not Letting Feelings Bias Decisions About Others	LEADERSHIP • Organizing Group Activities • Encouraging a Group to Get Things Done
TEMPERANCE		FORGIVENESS • Mercy • Accepting Others' Shortcomings • Giving People a Second Chance	HUMILITY • Modesty • Letting One's Accomplishments Speak for Themselves	PRUDENCE • Careful • Cautious • Not Taking Undue Risks	SELF-REGULATION • Self-Control • Disciplined • Managing Impulses & Emotions
TRANSCENDENCE	APPRECIATION OF BEAUTY & EXCELLENCE • Awe • Wonder • Elevation	GRATITUDE • Thankful for the Good • Expressing Thanks • Feeling Blessed	HOPE • Optimism • Future-Mindedness • Future Orientation	HUMOR • Playfulness • Bringing Smiles to Others • Lighthearted	SPIRITUALITY • Religiousness • Faith • Purpose • Meaning

The VIA Classification is a "common language" of personality traits that:

- Reflect our personal identity
- Produce positive outcomes for ourselves and others (e.g., well-being, positive relationships, achievement)
- Contribute to the collective good

-- Neimiec (2017)

[© 2011-2017, VIA Institute on Character]



Self & Team Summary VIA Character Strengths

Wisdom	Self	F BG	Courage	Self	F BG	Humanity	Self	F BG	Justice	Self	F BG	Temperance	Self	F BG	Transcendence	Self	F BG
Creativity			Bravery			Love			Teamwork			Forgiveness			Appreciation of Beauty & Excellence		
Curiosity			Perseverance			Kindness			Fairness			Humility			Gratitude		
Judgment			Honesty			Social Intelligence			Leadership			Prudence			Hope		
Love of Learning			Zest									Self-Regulation			Humor		
Perspective															Spirituality		

Character Strengths Across Cultures

- Most Occurring**
- Honesty
 - Fairness
 - Kindness
 - Judgment
 - Curiosity

93% of people have one of these in their top 5

- Least Occurring**
- Self-regulation
 - Humility
 - Prudence
 - Spirituality
 - Zest

[After McGrath, 2014; Park, Peters & Seligman, 2006; © 2011-2017, VIA Institute on Character]



Next Step – Character Strengths-Based Approach (A-E-A)

1. Aware



- Take VIA Survey
- Receive introduction
- Understand each SS
- Understand reactions
- Confirm SS

2. Explore



- When you are at your best
- Past, current, future use
- Expand
- Explore a challenge using a strengths' lens

3. Apply



- Behavioral activation
- Interventions
- Align with life goals
- Set strength goals
- Appreciate strength

[Adapted from Niemiec, 2017; © 2011-2017, VIA Institute on Character]



Can One Have Too Much of a Strength?

The image contains two side-by-side analogies. On the left, a gauge scale is labeled 'Good' at the bottom left and 'Best' at the bottom right. A needle points to a position labeled 'Better'. A red curved arrow above the needle points towards the 'Best' end. On the right, another gauge scale is labeled 'Not Enough' at the bottom left and 'Too Much' at the bottom right. A needle points to a position labeled 'Just Right'. A green curved arrow above the needle points towards the 'Just Right' end. Both gauges have green and yellow segments on the left and orange and red segments on the right.

Which Version Makes Sense?

[See also, Biswas-Deiner, Kashdan, & Minhas, *J. of Positive Psychology*, 2011]

Be in The Zone!

A large blue double-headed arrow spans the width of the slide. Inside the arrow, the words 'Too Little' and 'Too Much' are at the ends, and 'Just Right' is in the center, enclosed in a blue oval.

- Working in the Goldilocks zone is connected with:
 - Flourishing
 - Life satisfaction
 - Less depression

[Adapted from Freidlin, Littman-Ovadia, & Niemiec, 2017]

A cartoon illustration of Goldilocks sitting at a table, holding a spoonful of porridge from a blue bowl. She has a surprised or taste-testing expression on her face.

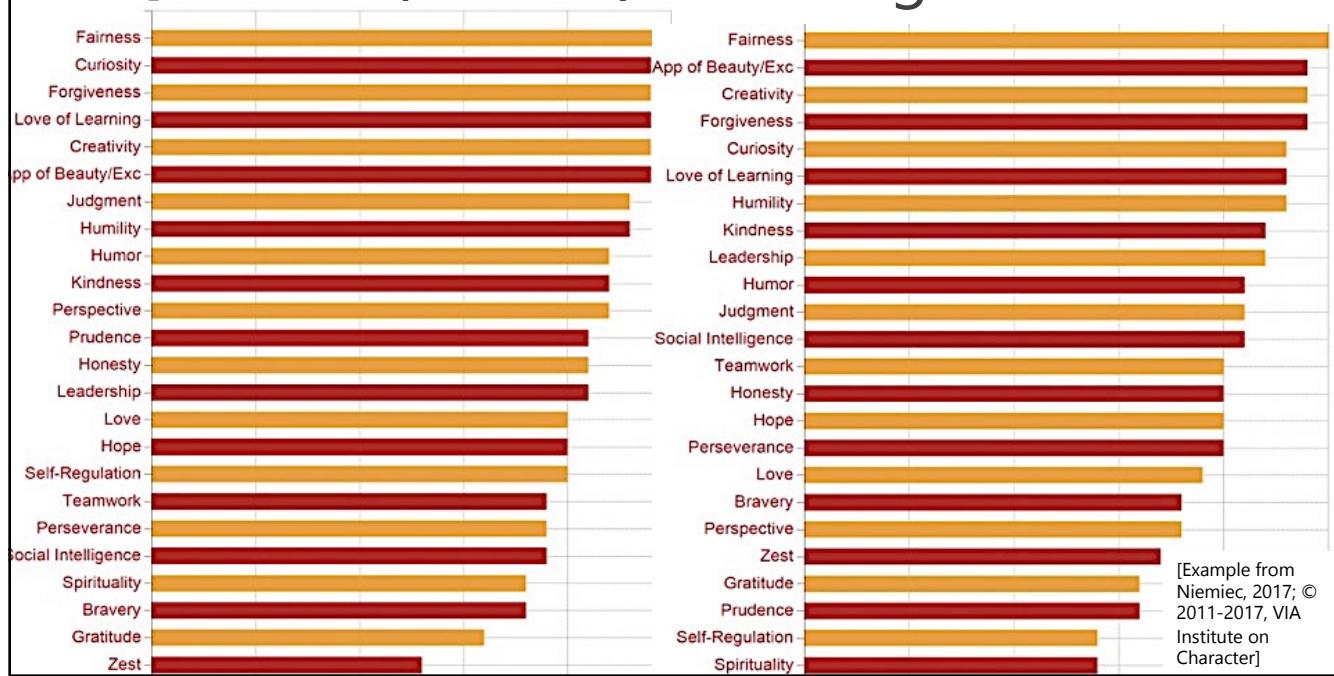
Strengths and Their Use

Virtues

	Strength	Opposite	Absence	Excess
Wisdom and Knowledge	creativity	triteness	conformity	eccentricity
	curiosity	boredom	disinterest	nosiness
	judgment	gullibility	ineffectiveness	cynicism
	love of learning	orthodoxy	complacency	"know-it-all"-ism
	perspective	foolishness	shallowness	ivory tower
Courage	bravery	cowardice	fright	foolhardiness
	persistence	helplessness	laziness	obsessiveness
	authenticity	deceit	phoniness	righteousness
	vitality	lifelessness	restraint	hyperactivity
Love	intimacy	loneliness	isolation/autism	emotional promiscuity
	kindness	cruelty	indifference	intrusiveness
	social intelligence	self-deception	obtuseness	psychobabbling
Justice	citizenship	narcissism	selfishness	chauvinism
	fairness	prejudice	partisanship	detachment
	leadership	sabotage	compliance	despotism
Temperance	forgiveness	vengefulness	mercilessness	permissiveness
	humility	arrogance	footless self-esteem	self-deprecation
	prudence	recklessness	sensation-seeking	prudishness
	self-regulation	impulsivity	self-indulgence	inhibition
Transcendence	awe	criticism	oblivion	snobbery
	gratitude	entitlement	rudeness	ingratiation
	hope	despair	present orientation	Pollyannaism
	humor	dourness	humorlessness	buffoonery
	spirituality	alienation	anomie	fanaticism

[Peterson, *A life worth living: Contributions to positive psychology*, 2006]

FAQ – Do My Strengths Change Over Time?



FAQ – Should I Work on My Strengths or Areas for Improvement?



"a person can perform only from strength . . . One cannot build performance on weaknesses, let alone on something one cannot do at all" -- Drucker

FAQ – Do I Get a “Pass” on My Areas for Improvement?

[We are drawn to the negative more strongly than to the positive]



"It is equally essential to remedy your bad habits – the things you do or fails to do that inhibit your effectiveness and performance."

-- Drucker

[For more information on areas for improvement, see Steimer & Mata, 2016, *Personality & Social Psychology Bulletin*]

FAQ – Are Strengths Personality?

- Big Five are: 

 - Popular approach to personality through traits
 - Consistent over time and situations

- Character strengths: 

 - May be influenced by environment
 - Are malleable
 - Use proficiency, frequency regulation to further develop strengths



[See also, Biswas-Dene, Kashdan, & Minhas, *J. of Positive Psychology*, 20

FAQ – What is the Difference between This VIA Strengths Assessment and the Gallup Clifton Strengths?

	VIA Survey	Clifton Strengths
Orientation:	Universal paths to virtue	Talent themes
Domains:	Home, work, school, social	Work
Key Question:	What is best about who you <u>are</u> ?	What is best about what you <u>do</u> ?
Strengths identified:	Core <u>character</u>	<u>Talents</u>
Basis for validity:	Historical analysis; strengths meet specific criteria; reliability and validity studies	Polling and surveys
Focus:	5 signature strengths, but all 24 matter	Top 5, but all 34 matter
Scrutiny of science:	Peer reviewed	Not peer reviewed

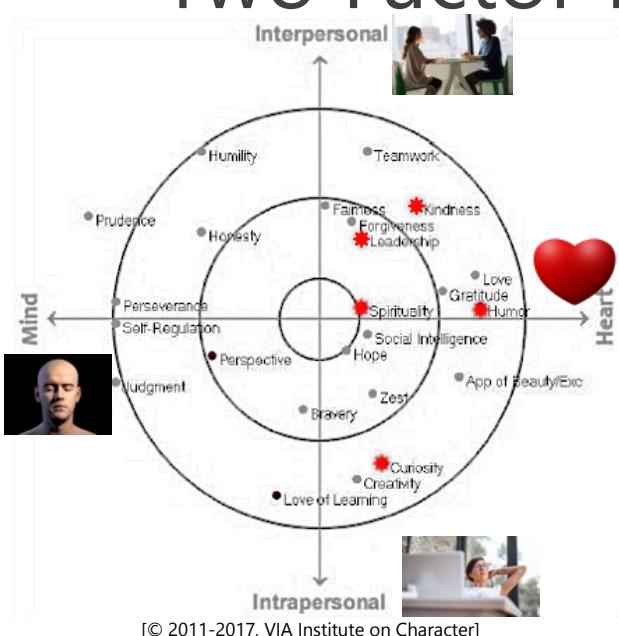
[Adapted from Niemiec, 2017; © 2011-2017, VIA Institute on Character]

FAQ – Do Strengths Work Together in Any Way?

- There can be clusters of strengths
- One strength can support another
- Possible benefit in looking at pairs or groups of strengths:
 - E.g., A person who has *bravery* and *humility* as two strong strengths may combine these by standing up to injustice
 - Use two-factor analysis with a *heart-mind axis* and an *intrapersonal-interpersonal axis* to identify

[Adapted from, Biswas-Deiner, Kashdan, & Minhas, *J. of Positive Psychology*, 2011]

Two Factor Balance Graph



- Heart-Mind axis describes strengths based in mental activities
- Intrapersonal-Interpersonal describes degree to which that strength focuses attention on oneself or on others
- Dots are from research and the same for everyone
- Red dots are one's signature strengths
- Items spatially close to each other tend to occur at the same time

FAQ – How Will Knowing My Strengths Help Me in Real Life?

- Character strengths are the way, the means, the ingredients to increase PERMA (positive emotion, engagement, relationships, meaning, accomplishment)
- Random-assignment, placebo-controlled experiments show that people were happier in the long term from:
 - Exercising their signature strength in a new way
 - Writing about three good things each evening
- These two practices (done for week, web-based):
 - Reduced depression
 - Increased happiness

[Seligman, Steen, & Peterson,
Psychology Progress, 2005]



But wait . . . there's more!

- Performance isn't only about strengths (or talent) and values
- It is also about grit
 - Pioneering work by Prof. Duckworth
 - Grit is often a more powerful indicator of success than many traditional metrics

Grit

<<https://sites.sas.upenn.edu/duckworth/pages/research>>

- **Grit is passion and perseverance for very long-term goals**
- Often associated with words such as:
 - Passion
 - Hardiness
 - Resilience
 - Discipline
 - Perseverance
 - Self-regulation
 - Conscientiousness
 - Delayed gratification

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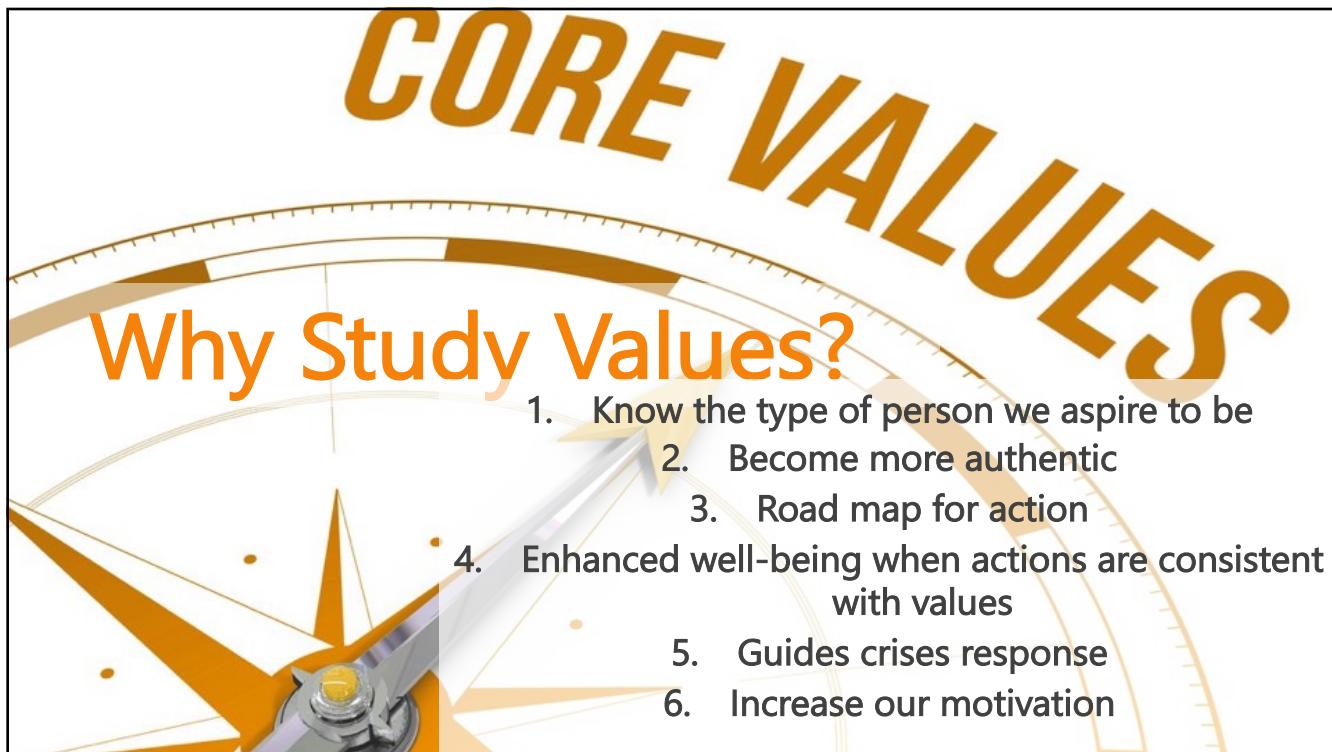
What Are Virtues?

- Virtues go beyond what we prefer to describe what we should prefer (a moral aspect)
- Virtues are ideal standards (not always achieved)
- Virtues are universally accepted as having high moral value
- Examples: honesty, trustworthiness, courage, patience, kindness
- Aristotle: Virtues are traits necessary for “living well”

What Are Values?

- Principles or standards that are considered important or desirable by an individual person
- Values **may not** be universally desirable or have moral goodness (e.g., *being wealthy* could be a value)
- Values are **subjective and personal**
- Examples: integrity, kindness, success, wealth, being liked, being successful, powerful

Virtues vs. Values	
Qualities that are universally considered good or desirable	Principles or standards that are considered important or desirable by a person
Virtues are the intrinsic qualities that make someone admirable, excellent or virtuous; virtues allow someone to achieve a good life	Values are desirable trans-situational goals that serve as a guiding principle in someone's life; values are what people want or consider beneficial to themselves
All virtues have high moral value (e.g., being wealthy is not a virtue)	All values may not be desirable or have moral goodness (e.g., being wealthy could be a value)
Are universally accepted as having high moral value	Are subjective and personal since an individual decides what is important to him or her
Examples: honesty, trustworthiness, courage, patience, kindness are thought to be morally desirable by all	Examples: honesty and kindness may be ordered differently by different people – one could value honesty above kindness – or vice versa



Core Values Exercise

Check-off all of the core values you consider your own.

Core values are those enduring values that tend not to change over time – things that are critically important to who you are.

Values - I

- Accomplishment
- Achievement
- Advancement
- Adventure
- Aesthetics
- Affection
- Affiliation
- Affluence
- Assisting others
- Authority
- Autonomy
- Beauty
- Belonging
- Caring
- Challenge
- Change
- Cheerful
- Charitable
- Comfortable life
- Collaboration
- Community
- Companionship
- Competency
- Competition

Values - II

- Contribution to others
- Conformity
- Contentedness
- Control
- Cooperation
- Courage
- Creativity
- Dependable
- Disciplined
- Diverse perspectives
- Duty
- Economic security
- Effective
- Enjoyment
- Equality
- Excitement
- Faith
- Family
- Forgiving
- Free choice
- Freedom
- Friendship
- Fun
- Genuineness

Values - III

- Happiness
- Health
- Helping others
- Honesty
- Hope
- Humor
- Improving society
- Influence
- Inner harmony
- Innovative
- Integrity
- Intellectual
- Involvement
- Imagination
- Joy
- Justice
- Knowledge
- Leisure
- Location
- Logical
- Love
- Loving
- Loyalty
- National security

Values - IV

- Nature
- Obedience
- Order
- Peace
- Personal development
- Physical fitness
- Pleasure
- Politeness
- Power
- Pride
- Purity
- Rational
- Recognition
- Reliable
- Religion
- Respectful
- Responsible
- Salvation
- Self-controlled
- Self-reliance
- Self-respect
- Sincerity
- Spirituality
- Stability
- Status

Values - V

- Success
- Symbolic
- Taking risks
- Teamwork
- Tidy
- Tender
- Tranquility
- Trustworthiness
- Wealth
- Winning
- Wisdom

Add any values that are missing

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

Ten Most Importance Values

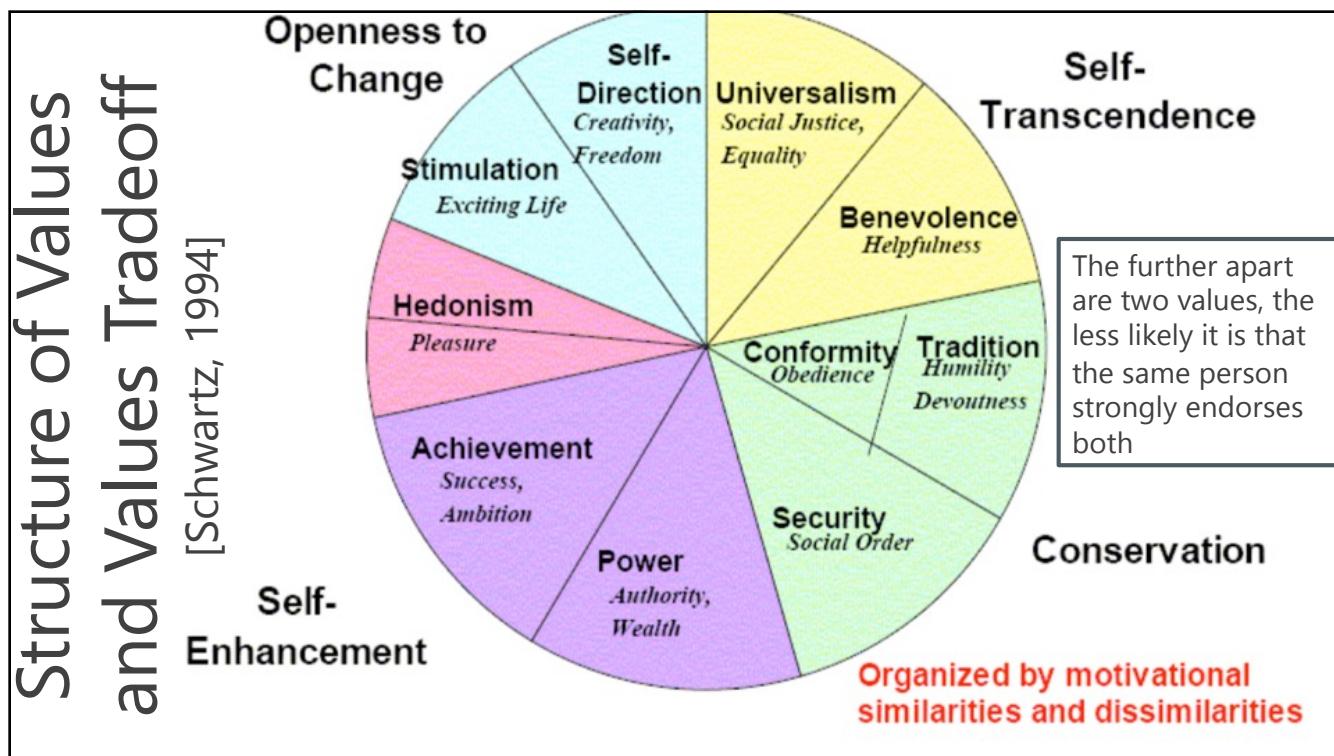
Choose the ten to twelve most important values

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

“Fab Five”

**Now – narrow
your choices to
the five or six
“finalists” –
consider these
your core
values**

- _____
- _____
- _____
- _____
- _____



Personal Values Based on Motives

[Schwartz, 1994]

Construct	Description/Items: Individuals who value this believe in the importance of . . .
Power	. . . Being in charge of people and resources and having money (social power, wealth, authority)
Achievement	. . . Socially recognized successes (ambition, competence)
Hedonism	. . . Sensual pleasure (fun, enjoying life)
Stimulation	. . . Having stimulating experiences (daring, exciting life)
Self-direction	. . . Independence of thought and action (creativity, freedom, independent, curious)
Universalism	. . . Promoting the welfare of all people and nature (equality, social justice, protecting the environment)
Benevolence	. . . Promoting the welfare of people you are close to (helpfulness, loyalty, honesty, forgiving)
Conformity	. . . Controlling impulses to fulfill others' expectations (self-discipline, obedience)
Tradition	. . . Maintaining traditions (moderation, respect for tradition, devout)
Security	. . . Safety and security of self, family, and nation (family security, social order, clean)

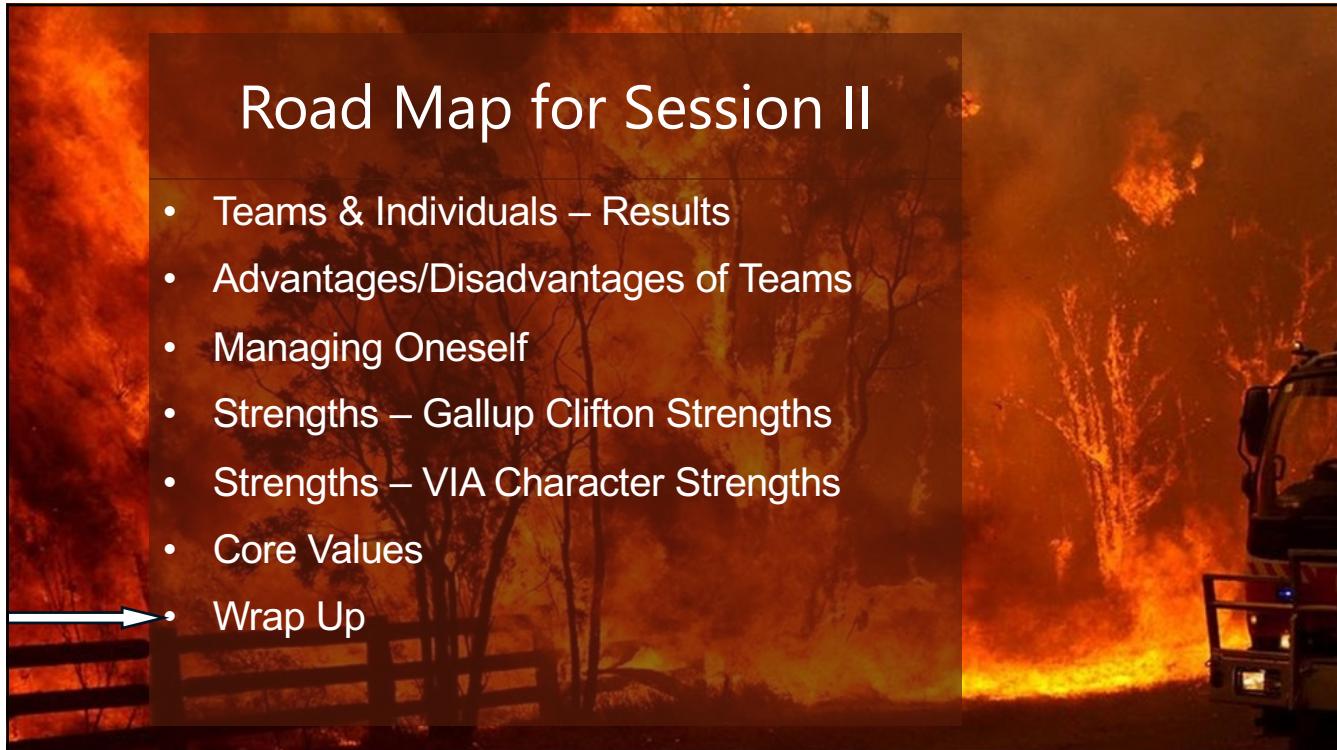
Closing Thoughts on The Nature of Values

[Schwartz, 2012]

- Values:
 - Are beliefs
 - Refer to desirable goals for an individual
 - Serve as standards or criteria
 - Are ordered by importance
- The relative importance of multiple values guides action

Road Map for Session II

- Teams & Individuals – Results
- Advantages/Disadvantages of Teams
- Managing Oneself
- Strengths – Gallup Clifton Strengths
- Strengths – VIA Character Strengths
- Core Values
- Wrap Up

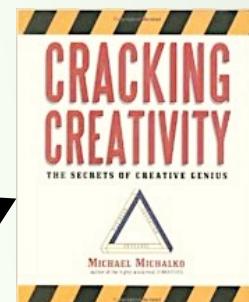


\$5000 Take-Aways

- Discover where you can best contribute
- Reminder: teams have the potential to produce decisions superior to individual decisions
- Clifton Strengths = Talent X Knowledge X Skills
- VIA Character Strengths are related to virtues
- Know your strengths and leverage them
- Identify and reconnect to your core values

Resources - 1

- See *mycoted* brainwriting page
<http://www.mycoted.com/Brainwriting>
- Try web-based *mindmeister*
<http://www.mindmeister.com>
- Read the book Cracking Creativity by M. Michalko
- See <http://litemind.com/brainwriting/> or
<http://www.gogamestorm.com/?p=363>

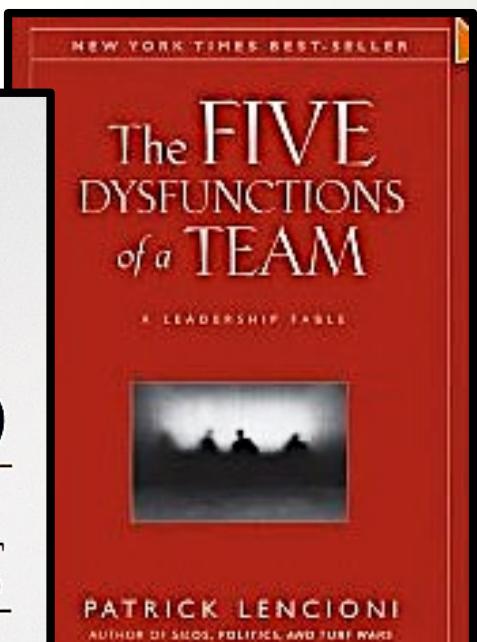
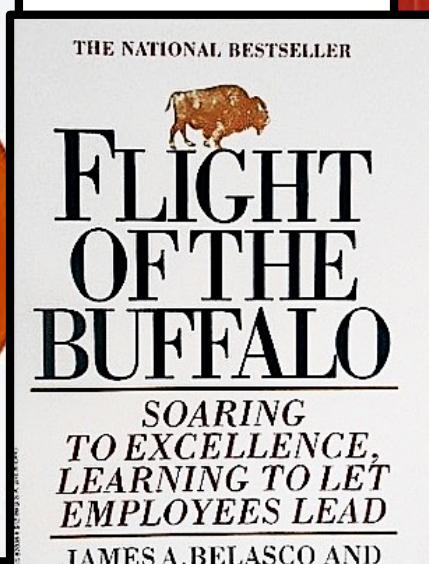
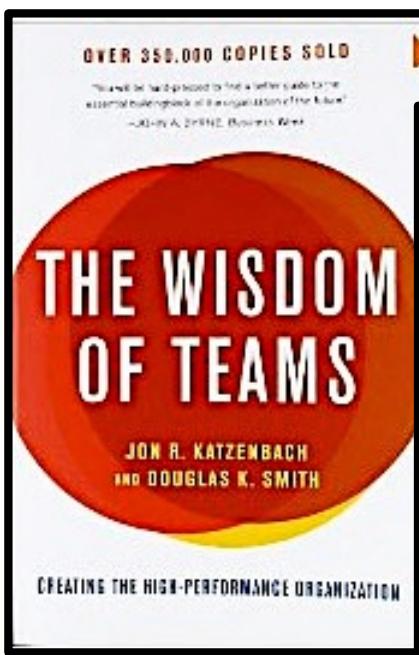


Resources - 2

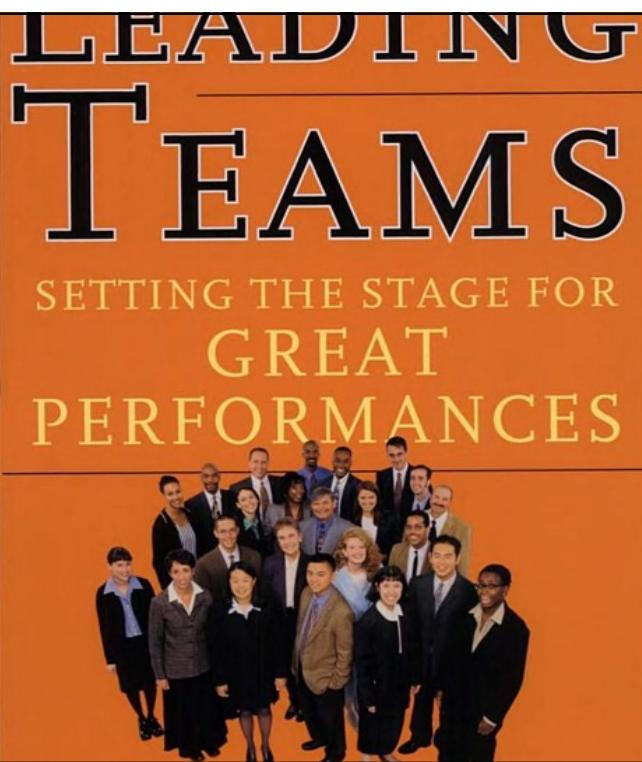
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- Schwartz, S. H. (1994). Are there universal aspects in the structure and content of human values? *Journal of Social Issues*, 50(4), 19-45.
- Schwartz, S. H. (2012). An overview of the Schwartz theory of basic values. *Online Readings in Psychology and Culture*, 2(1),

Additional References on

Teams



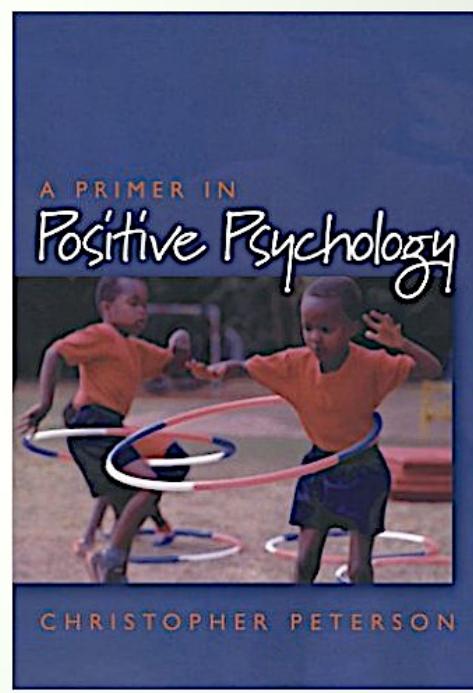
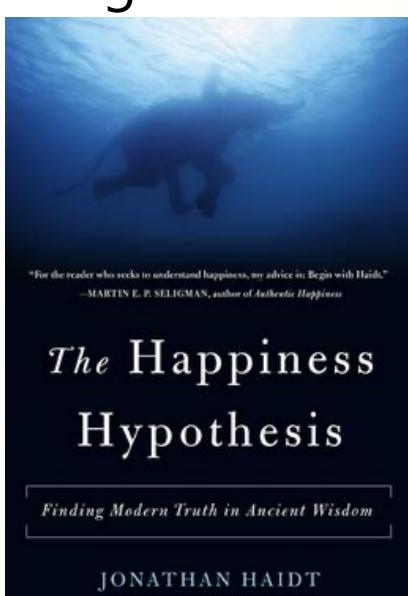
The Key Team Reference



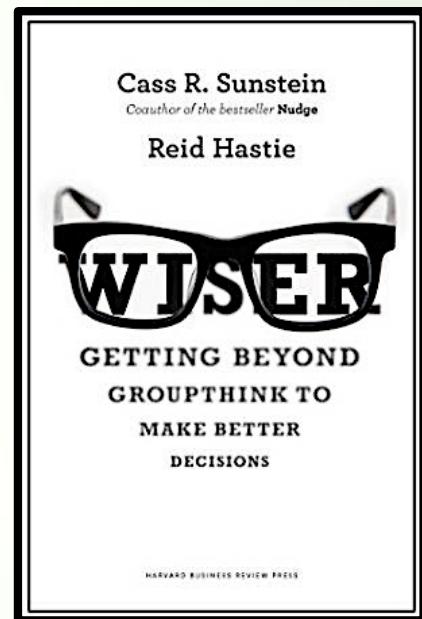
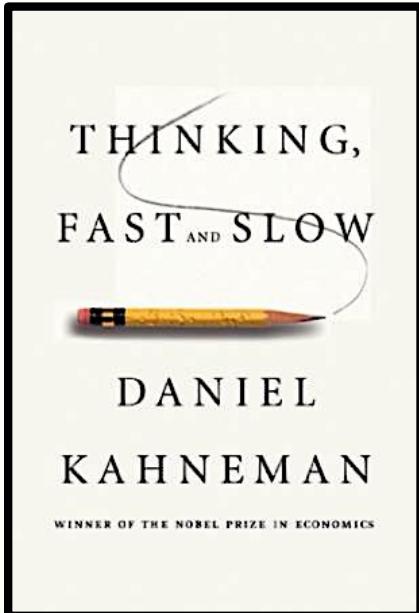
Need:

- A Real Team
- Enabling Structure
- Supportive Context
- Compelling Direction
- Expert Coaching

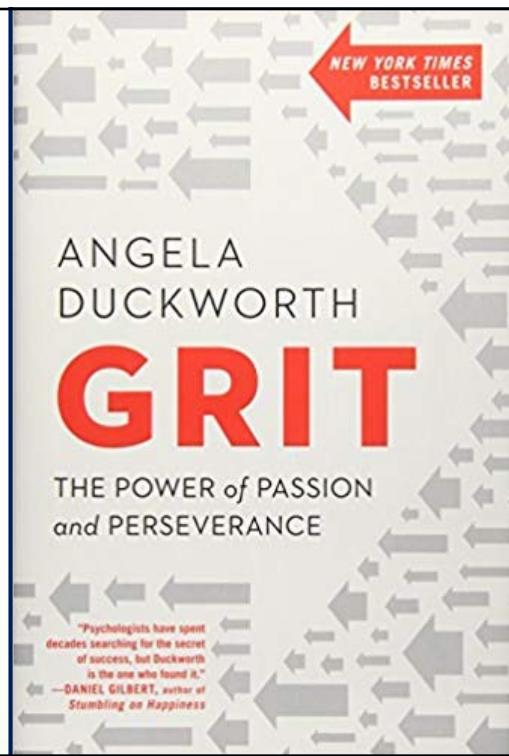
Perhaps the best text (right) and the most thoughtful book (below) on positive psychology



Two books on thinking,
problem-
solving and
making
decisions



Everything You
Wanted to Know
About Grit





See You in Session III