



WA PROSM
TEAM



Introduction

The *VIA Pro Team Report* is for individuals working together in a group. This group may be a formally defined team, a more informal workgroup or committee, or simply a cluster of coworkers. In any case, this report is designed to provide managers, team leaders, consultants, and others with a unique perspective on the dynamics of the group as well as a new lens through which to view each member.

The *VIA Pro Team Report* provides important insights by contextualizing each group member's *VIA Inventory of Strengths* results with the results of their fellow group members. It aims to help members develop an expanded view of how best to connect with work and with fellow teammates. For simplicity of language, this report will refer to the group that is the subject of the report as a *team*.

A Perspective on Character Strengths and Using This Report

Character strengths enable people to connect with what they are doing and with whom they are doing it. Although talents enable people to do things well, it is when work connects with their core character strengths that they feel that their work *matters*. This is how work takes on the quality of a “calling”: when the task calls forth what matters most to a person. When people feel recognized and valued for who they are at their core—what is best about them beyond their talents—it is deeply meaningful.

It is important to realize that character strengths do NOT indicate talent or ability. Talent refers to HOW well people DO things. Character refers to what people CARE about doing and WHO they ARE. By and large, people find it gratifying

to be able to express themselves and to be understood and valued for who they are. Under such circumstances they thrive, and their talents are optimized. Conversely, they find it stifling to be misunderstood and disregarded for who they are and to be reduced to being seen merely as a cog in a corporate machine—a doer of things that matter little to them.

By analogy, while the bones and muscle of an organization may be thought of as the talents and resources of its people, the character strengths of each team member and of the team as a whole are the connective tissue that enables everything else to work well. Weak connective tissue results ultimately in weak performance—to which any athlete can attest. Thus, CHARACTER CONNECTS.

Consideration of character strengths humanizes organizations and can propel them beyond the underperformance that accompanies mechanistic approaches to human organization. Though people often develop talents consistent with their top character strengths as noted above, this report is not a direct measure of that talent. Additionally, this report is agnostic to different approaches to team development. It is a report of data that can be used regardless of approach; it is not meant to be a “how to” guide on team development. This report is designed to illuminate where opportunities exist for individuals to connect with their work and their coworkers in a meaningful, energetic, positive, and productive way.



Data Used for This Report:

Unless otherwise noted, this report is based solely on each individual's top character strengths. Top Strengths are determined by an algorithm that reports four to seven top strengths. The number of top strengths varies for each individual on the basis of how many tied scores there are. If more than three scores are tied for fifth ranking, then only the top four scores are reported, however if only two scores are tied with the fifth ranked score then all seven scores are reported. Although this method of sorting handles the issue of ties reasonably well, it can fail to report on some character strengths that individuals may consider "top." In such cases, individuals should modify this report accordingly by including all strengths they and others consider to be strong.

Typically, these **top strengths** are the ones that are most central to individuals, are easy for them to express, and are energizing/motivating. Top strengths tend to have strong momentum and forcefully find expression, so they are critical to understand.

Middle and lesser strengths of character play important regulator roles and as such are also important, but they are not explicitly the subject of this report. **Therefore, this report should be considered a conservative representation of the team's full range of top character strengths.**

Use With Other VIA Reports

VIA Institute on Character has developed an array of reports that complement one another in providing insights into one's character strengths and how to make the most of them. Best results can be derived by using these reports together.

- *VIA Pro*. The *VIA Pro* provides consultants, coaches, and human resource professionals with an in-depth understanding of an individual's top character strengths. The *VIA Pro*, along with the *Practitioner Guide*, offers specific suggestions for working with individuals on their character strengths.
- *VIA Me Pathways Report*. The *VIA Me Pathways Report* is written directly to and for the individual. Through the VIA Pathways Report, individual team members receive information on all 24 of their character strengths in user-friendly terms. By using the VIA Pathways Report individuals can pursue, either on their own or along with professional guidance, improvements in the application of their character strengths to achieve greater levels of performance and fulfillment.

Visit www.viacharacter.org/profile-reports to find more information about receiving discounts when purchasing *VIA Pro* or *VIA Me Pathway Reports* in conjunction with the *VIA Pro Team Report*.



The *VIA Pro Team Report* Contains the Following Sections:

▶ ***Team Character Strengths Snapshot***

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The full array of 24 VIA Character Strengths in terms of how well, or not, each is represented in the team.

▶ ***Character Strengths Culture***

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This section of the report offers a number of perspectives on team culture. Just as rotating an object in space provides a more complete picture of the object than viewing it from one angle, providing multiple perspectives on the team's strengths can do the same. The perspectives offered in this section include:

- A. Team's Shared Character Strengths - Top character strengths that individuals share in common
- B. Character Strengths without strong representation
- C. Team's Character Strengths categorized by Virtue categories (the 6 VIA Virtues)
- D. Team's Character Strengths displayed along dimensions of the VIA Character Strengths Two-Factor Graph
- E. Strengths of work–life satisfaction

▶ ***Strengths of Leadership***

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This section shows where individual team members can make unique contributions. These unique contributions represent ways individuals can express leadership in this group. The team perspective informs individuals as to which of their character strengths they may uniquely bring to the group mix; that is, their unique contributions to the group's balance of character strengths.

▶ ***Strengths Dynamics***

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This section of the report provides perspectives on creating synergies, resolving conflicts, and promoting positivity. Understanding one another's character strengths promotes positive relationships among coworkers.

▶ ***Employee Packets***

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Appendix A provides tables and graphs to copy and hand out to each employee.

Section 1: Team Character Strengths Snapshot

This Team Character Strengths Snapshot gives a view of all of the team members' top strengths, clearly displaying the clustering and patterning of top characteristics across the 24 character strengths as well as noting the individual differences among team members.

Virtue	Character Strength													
	Team Members	T 1 3	T 1	T 2	T 3	T 4	T 5	T 6	T 7	T 8	T 9	T 10	T 11	T 12
Wisdom	CREATIVITY	•												
	CURIOSITY	•					•			•				
	JUDGMENT		•		•							•		•
	LOVE OF LEARNING						•		•					
	PERSPECTIVE		•		•	•			•		•			
Courage	BRAVERY													
	PERSEVERANCE			•										•
	HONESTY	•	•	•	•		•	•	•		•		•	
	ZEST						•					•		
Humanity	LOVE			•	•	•		•		•	•		•	
	KINDNESS	•	•	•		•	•	•		•	•		•	•
	SOCIAL INTELLIGENCE							•				•		
Justice	TEAMWORK			•				•					•	•
	FAIRNESS	•						•			•		•	
	LEADERSHIP			•										
Temperance	FORGIVENESS	•												
	HUMILITY													
	PRUDENCE				•						•	•		
	SELF-REGULATION													
Transcendence	APPREC BEAUTY/EXCELLENCE													
	GRATITUDE					•						•		
	HOPE					•	•		•					
	HUMOR	•								•			•	
	SPIRITUALITY													

Section 2: Character Strengths Culture

Team's Shared Character Strengths

The following table presents the frequency with which the various character strengths are shared among this team's members as top strengths. Strengths that are shared by more than 50% of team members are starred.

CHARACTER STRENGTHS CULTURE		
Character Strength	% Team Members	Average Raw Scores
KINDNESS	77% *	4.5
HONESTY	69% *	4.4
LOVE	54% *	4.2
PERSPECTIVE	38%	4.1
TEAMWORK	31%	3.8
FAIRNESS	31%	4.2
JUDGMENT	31%	4.2
PRUDENCE	23%	3.7
CURIOSITY	23%	3.9
HOPE	23%	3.8
HUMOR	23%	4
GRATITUDE	15%	3.8
PERSEVERANCE	15%	3.9
LOVE OF LEARNING	15%	3.5
SOCIAL INTELLIGENCE	15%	4
ZEST	15%	3.7
CREATIVITY	8%	3.7
FORGIVENESS	8%	3.3
LEADERSHIP	8%	4
APPREC BEAUTY/EXCELLENCE	0%	3.4
BRAVERY	0%	3.6
HUMILITY	0%	3.7
SELF-REGULATION	0%	3.1
SPIRITUALITY	0%	2.5

Team's Shared Character Strengths

How to interpret this data:

The more individuals on a team who share particular strengths, the more likely those particular character strengths will influence the culture of the team. These character strengths, referred to as the team's "Character Strengths Culture," will affect the tone and feel of the team and will suggest action tendencies. The team's Character Strengths Culture will influence which character strengths are most encouraged and therefore what kinds of behavior the team will tend to express with the most enthusiasm. For example, a team in which a majority of members possess curiosity may be most energetic about exploring new ideas and possibilities, whereas one high in self-regulation and perseverance may be most enthusiastic about issues of implementation such as meeting deadlines and staying on budget.

The character strengths that the team members have in common can be an important source of cohesion as people with the same strengths can have an affinity with one another. Yet, these strengths similarities and overlaps can sometimes become areas of conflict when people with similar strengths compete with one another for roles and assignments.

EXPLORATION: TEAM'S CHARACTER STRENGTHS CULTURE

- ▶ Which character strengths best define the team's culture?
- ▶ How does the *team's* culture compare with the *organization's* overall culture? Are the two cultures compatible or at odds with one another?
- ▶ How does the team's culture affect the team's functioning?
- ▶ How does the team's culture affect each person's performance and feelings about the group? Do they feel more encouraged and included or discouraged and excluded?
- ▶ Write a values or mission statement for the team that includes character strengths which most all of the team members can relate to with at least one of their top strengths.



Character Strengths Without Strong Representation

Culture can be defined not only by what character strengths are prevalent but also by which ones may be less prevalent or accessible. Certain character strengths may not appear as top strengths in any of the team's members. Simply as a matter of mathematics, smaller teams are more likely than larger ones to have character strengths that fall into this category. The fact that a character strength is not a top strength may or may not be a problem for the team.

On one hand, the absence of certain strengths as top strengths could present a challenge to the team. For example, a team without self-regulation or prudence may have difficulty planning and executing. But it also can be that strengths that only appear as middle or lower strengths in the team members can be drawn upon when the situation calls them forth. We call these *situational strengths*. So a team might find that certain members can bring forward their strengths of self-regulation and prudence when needed, even though these strengths may be middle or lower strengths for the person.

Consider any character strengths that are absent from members' top strengths and the meaning this has for the team's culture and functioning.

The character strengths not represented in this team's top strengths are the following:

- ▶ **Appreciation of Beauty & Excellence:** Noticing and appreciating beauty, excellence, and/or skilled performance in various domains of life, from nature to art to mathematics to science to everyday experience.
- ▶ **Bravery:** Not shrinking from threat, challenge, difficulty, or pain; speaking up for what is right even if there is opposition; acting on convictions even if unpopular; includes physical bravery but is not limited to it.
- ▶ **Humility: Modesty:** letting one's accomplishments speak for themselves; not regarding oneself as more special than one is.
- ▶ **Self-Regulation:** Self-control; regulating what one feels and does; being disciplined; controlling one's appetites and emotions.
- ▶ **Spirituality:** Religiousness; faith; purpose; having coherent beliefs about the higher purpose and meaning of the universe; knowing where one fits within the larger scheme; having beliefs about the meaning of life that shape conduct and provide comfort.

EXPLORATION: CHARACTER STRENGTHS WITHOUT STRONG REPRESENTATION

- ▶ How does this team find a way to bring forth these strengths when needed? How does this get accomplished?
- ▶ How does the absence of these strengths as top strengths have a negative impact on the team?
- ▶ In what situations do any team members call forth one of these strengths in a strong way?
- ▶ Do the character strengths cluster in terms of the six Virtues or in terms of the Heart/Mind or Interpersonal/ Intrapersonal dimensions described in the VIA Two Factor Balance Graph? For more information on Team Virtues, see page 9. For more information on the VIA Two Factor Balance Graph, see page 12.

Team's Virtue Categories

The *VIA Classification of Character Strengths and Virtues* (See page 27 at the end of this report) is a list of all 24 character strengths organized into six categories that are called *virtues*. These are broad categories that represent what is best about human beings—qualities that lead people to be the best versions of themselves.

The clustering of character strengths within the virtue categories was conceptually derived by Dr. Christopher Peterson and Dr. Martin E.P. Seligman with the collaboration of 55 scientists.

VIRTUE CATEGORIES AND THEIR DEFINITIONS:

Wisdom/Knowledge:

Cognitive strengths that entail the acquisition and use of knowledge.

Courage:

Emotional strengths that involve the exercise of will to accomplish goals in the face of opposition, external or internal.

Humanity:

Interpersonal strengths that involve tending to and befriending others.

Justice:

Civic strengths that underlie healthy community life.

Temperance:

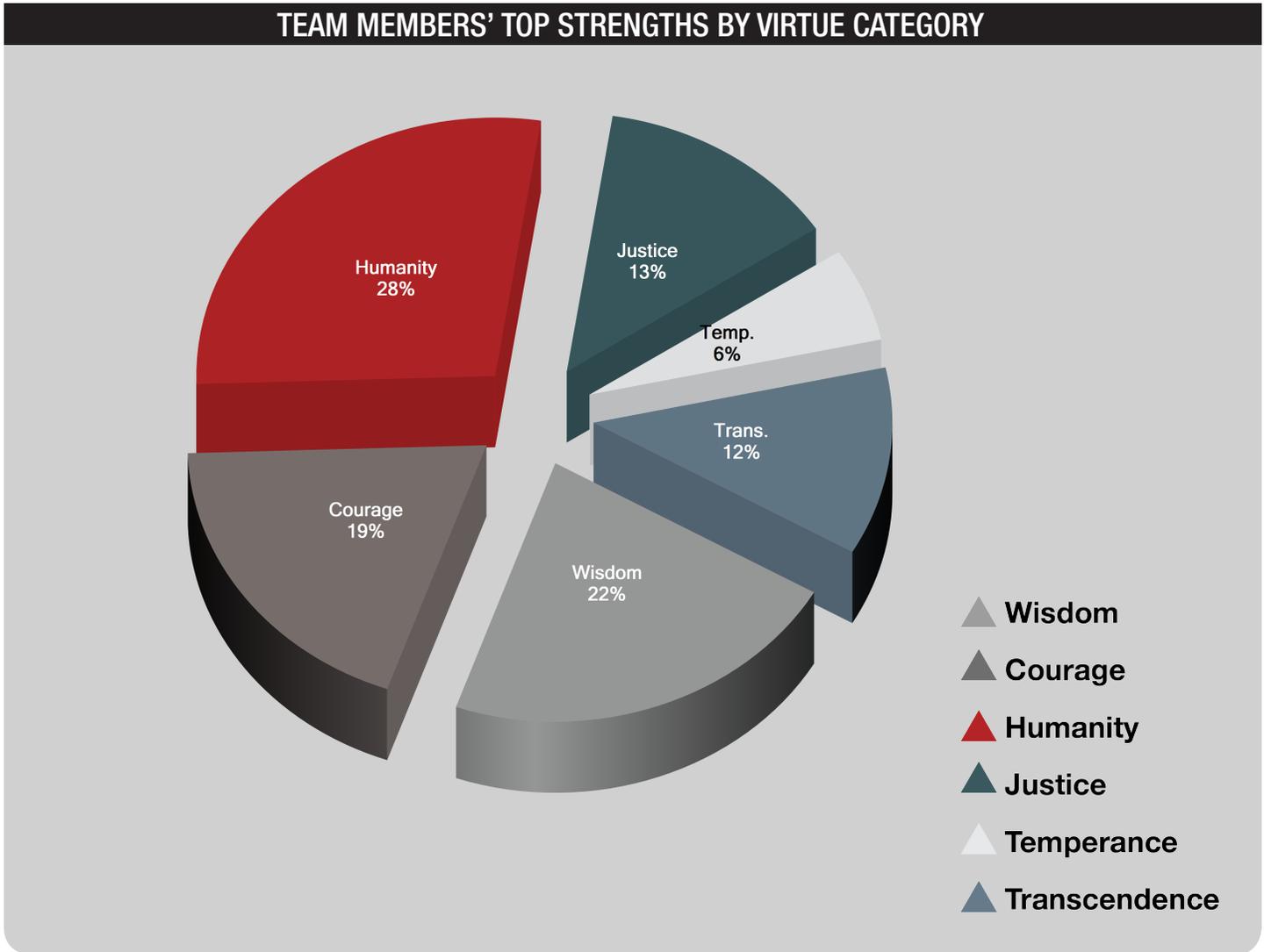
Strengths that protect against excess.

Transcendence:

Strengths that forge connections to the larger universe and provide meaning.

Team Virtue Profile

The following pie chart depicts the percentage of team members' top strengths that fall under each virtue category.



Team's Virtue Categories

This table below displays the detail of how many character strengths each team member has in each of the virtue categories. The % Team Strengths score is the percentage of total number of top strengths possessed by all team members combined.

NUMBER OF TOP STRENGTHS PER TEAM MEMBER X VIRTUES						
Team Member	Wisdom	Courage	Humanity	Justice	Temperance	Transcendence
T13	2	1	1	1	1	1
T1	2	1	1	0	0	0
T2	0	2	2	2	0	0
T3	2	1	1	0	1	0
T4	1	0	2	0	0	2
T5	2	2	1	0	0	1
T6	0	1	3	2	0	0
T7	2	1	0	0	0	1
T8	1	0	2	0	0	1
T9	1	1	2	1	1	0
T10	1	1	1	0	1	1
T11	0	1	2	2	0	1
T12	1	1	1	1	0	0
Total	15	13	19	9	4	8
% Team Strengths	22%	19%	28%	13%	6%	12%

How to interpret these data:

If your team members' top character strengths are evenly distributed across each of the virtue categories, they would obtain a score of 17% in each category. The sum of the percentages in the bottom row of the table add up to 100%. Variations above and below 17% represent relative weighting of your team's top character strengths. For example, if a Virtue category is at 30%, that means that 30% of the team's top character strengths are represented by the strengths in that Virtue category and represents a substantial deviation from the 17% (the even distribution point).

EXPLORATION: TEAM VIRTUES PROFILE

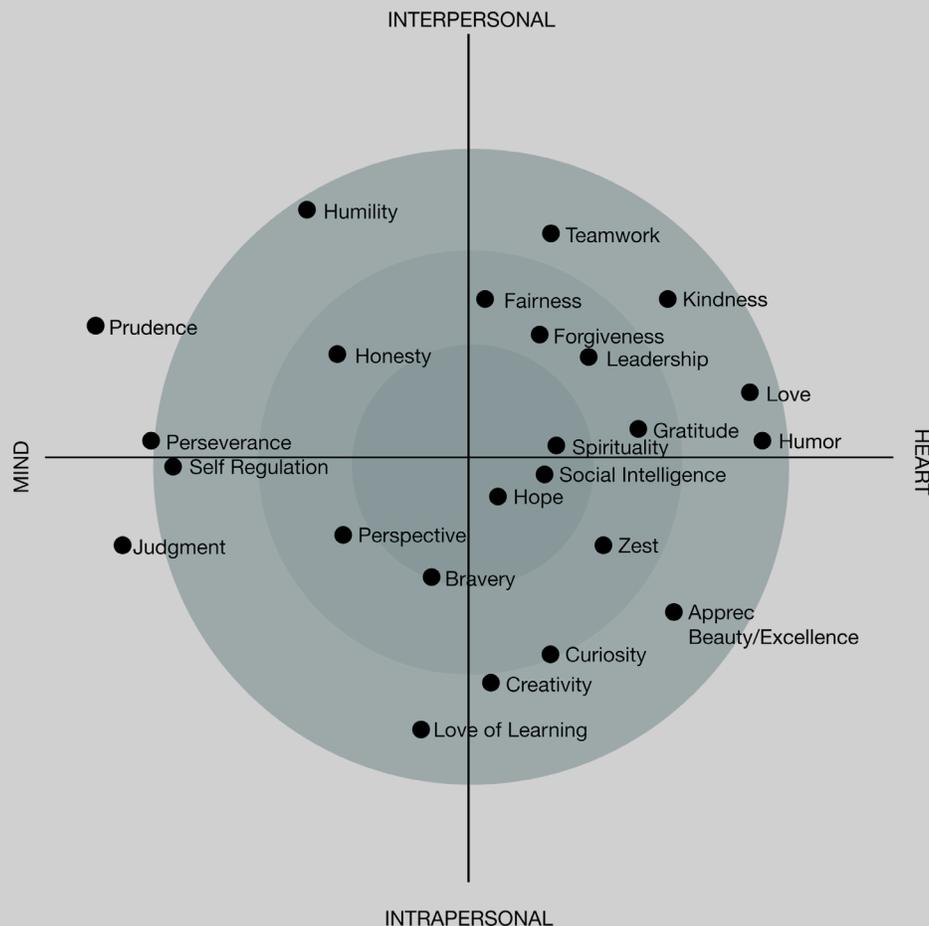
- ▶ How does this profile match with the self-perceptions of the team members and leader?
- ▶ How does this profile align with the culture of the organization within which the team exists?
- ▶ What are the advantages and disadvantages of this virtue profile in terms of the work that the team does?
- ▶ In what ways can team performance be enhanced by using its top virtues in new ways or by building up certain virtues?

VIA Character Strengths Two Factor Balance Graph

Using statistical methods, the 24 VIA character strengths can be described as being arrayed along two dimensions. These dimensions are: (1.) Mind/Heart and (2.) Intrapersonal/Interpersonal. The Mind/Heart dimension describes the degree to which strengths have an emotional component central to their expression (e.g. zest) or more of an intellectual or mind-based center (e.g. judgment). The emotional end of this continuum is referred to as Heart, whereas the intellectual end is referred to as Mind. The Interpersonal/Intrapersonal dimension describes strengths whose expression largely involves other people (e.g. kindness) as opposed to strengths that are commonly expressed outside of the context of relationship with others (e.g. love of learning). The ends of this dimension are referred to as Interpersonal (with others) and Intrapersonal (within oneself).

Each of the character strengths can be characterized as being composed of all four of these components in different degrees. For example, statistical analysis indicates that Humor is 89% Heart, 11% Mind, 64% Interpersonal, and 36% Intrapersonal.

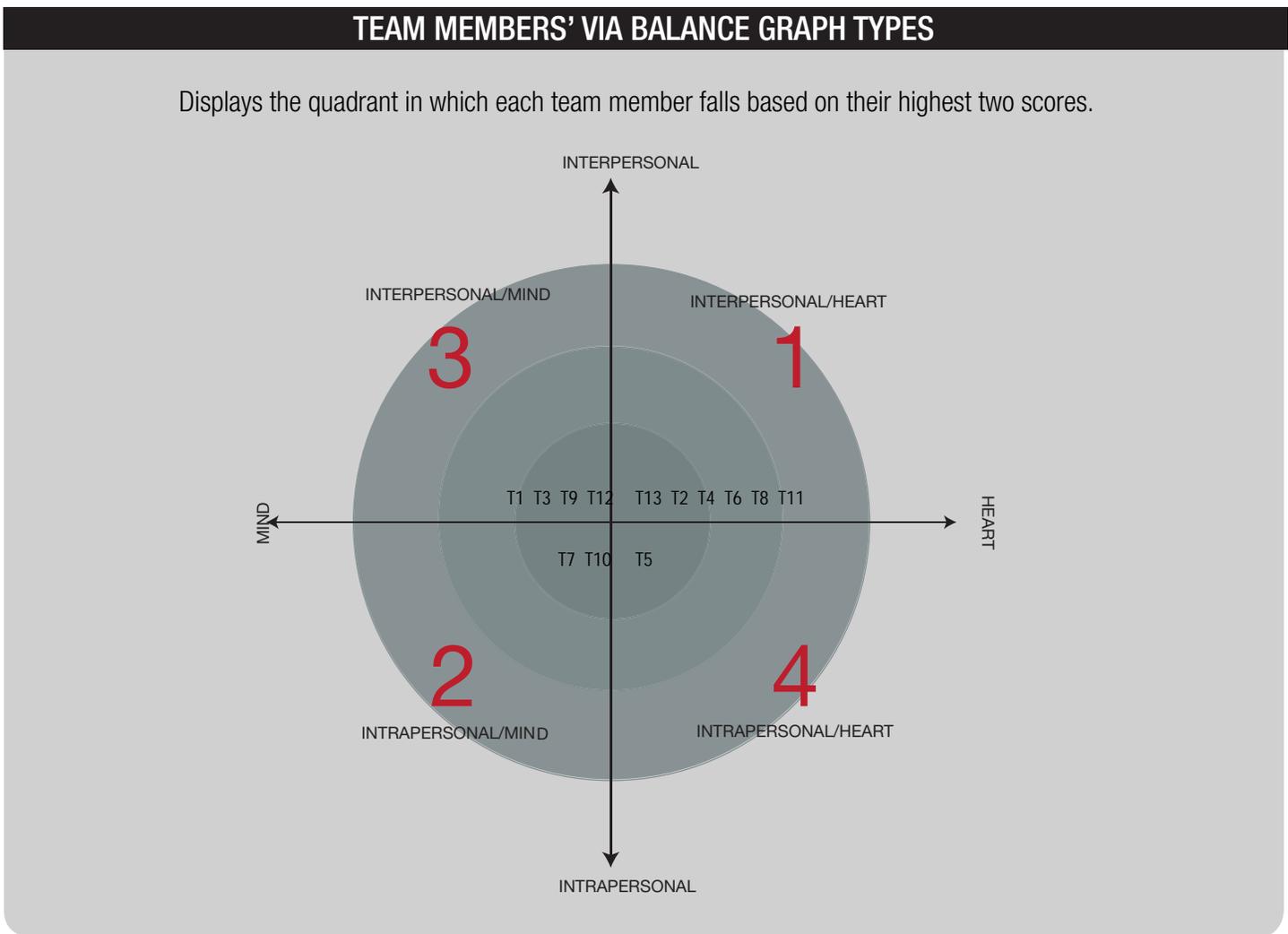
VIA CHARACTER STRENGTHS TWO FACTOR BALANCE GRAPH



VIA Character Strengths Two Factor Balance Graph

The balance of the team's top strengths across these dimensions offers another perspective on the team's culture. As an example, a team may have more Mind over Heart strengths and might have more of a balance of Interpersonal over Intrapersonal strengths. Again, the stronger the prevailing culture focuses on particular kinds of strengths, the more those strengths are likely to be encouraged and utilized, and the more difficult it might be for outlying strengths to find value and expression.

The following graphs and tables are derived from looking at the top strengths of each team member and how they divide according to the two dimensions of the VIA Character Strengths Two Factor Balance Graph.



VIA Character Strengths Two Factor Balance Graph

TEAM MEMBERS' TOP STRENGTH PER DIMENSION				
Team Member	Heart	Mind	Interpersonal	Intrapersonal
T13	66%	34%	57%	43%
T1	50%	50%	59%	41%
T2	57%	43%	80%	20%
T3	43%	57%	60%	40%
T4	62%	38%	61%	39%
T5	55%	45%	40%	60%
T6	65%	35%	77%	23%
T7	47%	53%	41%	59%
T8	79%	21%	56%	44%
T9	53%	47%	70%	30%
T10	47%	53%	54%	46%
T11	68%	32%	78%	22%
T12	48%	52%	71%	29%
Team Average	57%	43%	62%	38%

Shows the scores for each team member and the average value across all team members.

AVERAGE SCORES - TEAM VS. WORLD POPULATION				
	Heart	Mind	Interpersonal	Intrapersonal
TEAM AVERAGE	57%	43%	62%	38%
WORLD AVERAGE	57%	43%	55%	45%
SIZE DIFFERENCE	N/S	N/S	Small	Small

Compares the Team Averages (from table above) with data from a worldwide sample and categorizes the size of the differences as large, medium, small, or non-substantial based on statistical analysis.

VIA Character Strengths Two Factor Balance Graph**EXPLORATION: TEAM'S VIA CHARACTER STRENGTHS BALANCE GRAPH**

- ▶ How accurate does this perspective of the team's top strengths seem?
- ▶ How does the balance of team top strengths here affect team functioning?
- ▶ How does the balance of team members' top strengths along these two dimensions affect interactions with one another and with others beyond the team?



A Culture of Satisfaction

Research has shown that a particular subset of five VIA Character Strengths is most highly related to life satisfaction. These strengths are: *hope*, *gratitude*, *zest*, *love*, and *curiosity*. These same strengths might also be important specifically to work satisfaction to the degree that team members find opportunities for expressing these strengths at work. A team that has one or more of these satisfaction strengths among its cultural strengths may find that it has a culture of satisfaction. Given that research shows that positivity is contagious, satisfaction may spread through the team as these particular character strengths are more prevalent in the team culture.

The following chart shows the team members who have these Work/Life Satisfaction strengths among their top strengths, the percentage of team members with that particular strength, and, to the far right, the average raw score for each strength calculated across all team members. If a substantial proportion of team members possess the strength among their top ones, or if the strength has a relatively high raw score (e.g. 4.0 or higher), it can be considered to be strongly expressed within the team.

WORK/LIFE SATISFACTION STRENGTHS														% Members	Average Raw Score
Strengths	T 1 3	T 1 1	T 2 2	T 3 3	T 4 4	T 5 5	T 6 6	T 7 7	T 8 8	T 9 9	T 10 10	T 11 11	T 12 12		
HOPE					●	●		●						23%	3.8
GRATITUDE					●						●			15%	3.8
ZEST						●					●			15%	3.7
LOVE			●	●	●		●		●	●		●		54%	4.2
CURIOSITY	●					●			●					23%	3.9

It is important to note that although these Work/Life Satisfaction Strengths are most associated with satisfaction **across a group** of people, another major pathway to satisfaction in life and work for **any individual** is the deployment of their signature strengths, whatever those may be. In other words, individuals may experience great satisfaction based on expressing their unique character strengths, regardless of whether any of them are the five specified above. Explicitly understanding the pathways to satisfaction individually and as a group increases the likelihood that satisfaction will grow and hold steady during challenging times.

EXPLORATION: WORK/LIFE SATISFACTION STRENGTHS

- ▶ Discuss how the expression of these satisfaction character strengths results in satisfaction at work and beyond.
- ▶ Explore how expression of other character strengths leads to feelings of satisfaction.
- ▶ Brainstorm ways to express these strengths more in daily work tasks and in everyday workplace relationships.

Unique Contributions

It is useful for the team to know the unique strengths, when present, for each team members and to encourage their use. High functioning teams are characterized by a dynamic give and take involving all members. While a team member with *love of learning* may step forward to report information and facts and lead such a discussion, a team member with *perspective* may step forward to offer a summary statement that leads the group forward in decision making. Leadership, in this sense, is a dynamic process in which leadership can change moment to moment and situation to situation. There are times when each person “takes the lead”, oftentimes as an expression of his or her signature strengths of character.

On the other hand, uniqueness may be experienced as feeling like an outsider or resistance from others. It is advisable to leverage unique strengths into opportunities for leadership instead of ignoring them.

Uniqueness is determined by the number of other team members with the same character strength among their top ones. The decision rule used in this Report for determining uniqueness is that the character strength meets one of the following criteria:

- It is possessed by two or fewer team members as a top strength OR
- No more than 20% of team members possess the strength as a top strength.

TEAM MEMBER/UNIQUE CHARACTER STRENGTHS	
Character Strength	Uniquely Represented By
CREATIVITY	T13
CURIOSITY	
JUDGMENT	
LOVE OF LEARNING	T5 T7
PERSPECTIVE	
BRAVERY	
PERSEVERANCE	T2 T12
HONESTY	
ZEST	T5 T10
LOVE	
KINDNESS	
SOCIAL INTELLIGENCE	T6 T10
TEAMWORK	
FAIRNESS	
LEADERSHIP	T2
FORGIVENESS	T13
HUMILITY	
PRUDENCE	
SELF-REGULATION	
APPREC BEAUTY/EXCELLENCE	
GRATITUDE	T4 T10
HOPE	
HUMOR	
SPIRITUALITY	

Unique Contributions

The table below presents a different view of the same data presented on the previous page by organizing the data by team member rather than by character strength.

TEAM MEMBER / UNIQUE CHARACTER STRENGTHS	
Team Member	Unique Character Strengths
T13	Creativity Forgiveness
T1	
T2	Perseverance Leadership
T3	
T4	Gratitude
T5	Love of Learning Zest
T6	Social Intelligence
T7	Love of Learning
T8	
T9	
T10	Zest Social Intelligence Gratitude
T11	
T12	Perseverance

EXPLORATION: UNIQUE CONTRIBUTIONS

- ▶ How and when does each individual make his or her unique contributions? Describe specific examples.
- ▶ What gets in the way of bringing one's unique contributions forward? What encourages the expression?
- ▶ Who (team members, supervisor) recognizes your unique character strength contributions? How do they express this to you?

Integrators

Some team members do not have any character strengths unique from the rest of the team. In other words, all of their top strengths overlap with top strengths of others. This, of course, does not mean that these team members are any less unique as individuals than any other team members but instead indicates that they are highly interconnected with others in meaningful ways. They are like the hub of a wheel in that all team members can relate to them in meaningful ways. These individuals help to create group cohesion, and, as such, can be considered as Integrators. They may be confidants of others. They may be the peacemakers when conflict arises. And they may connect people around celebration. Integrators are key team players.

Below are listed any individuals who may be considered Integrators. It is quite common for none of a team's members to fall into this category, and so there may be no names listed below. In such case consider whether there are members who may fit this description despite technically not being identified as such merely based on their top scores.

INTEGRATORS
Team Member
T1
T3
T8
T9
T11

EXPLORATION: INTEGRATORS

- ▶ What team members have the fewest unique character strengths among the team?
- ▶ What important role do these people play as a result of their interconnectedness with everyone else?
- ▶ What unique contributions do the Integrators make to the team?

Just as a chef needs to know how different ingredients will combine with each other, so a team leader needs to know how the top character strengths of each team member may interact with the strengths of other team members. When this knowledge is shared across the team, it promotes insight among group members as to how they can expect each other to respond, thereby providing opportunities to anticipate potential collisions of character strengths as well as identifying areas for complementary combinations.

Exploring your team's interplay of character strengths and dynamic interactions can lead to the following advantages:

► Creating Synergy

Strengths can interplay in ways that enhance and synergize the work process. For example, a person who is high in creativity can come to highly value a team member with prudence or perspective, and vice versa, since new ideas need a balance of practicality and considered caution.

► Creating Positivity

There can be benefits to recognizing and overtly appreciating the expression of character strengths by others. Being recognized for one's "good behavior" results in positive feelings for both the giver and the receiver of the feedback, creating a contagion of positivity. Related research suggests that priming oneself about positive characteristics prior to interacting with another person can lead to more positive interactions. This means that if, just prior to meeting with someone, you think of their strengths, your interaction will tend to be more positive.

► Managing Overuse

Because signature strengths can have such strong momentum they can at times be overused, causing issues with others. Consider *humor* as an example. While humor plays an important role in managing stress in a group and creating positive bonds, when overused it can cause offense and distraction from the serious business of getting things done. Or members who possess *teamwork* as a top strength may overuse it such that they may express hesitation to take on solo assignments. *Forgiveness*, overused, can result in a lack of demand for accountability (i.e., being too lax). And *prudence* when overused can slow down progress and feel like negativity as the person anticipates everything that might go wrong.

► Anticipating and Avoiding Conflict

Signature strengths represent strong tendencies of thought, feeling, and behavior. Group members will have strong tendencies to become offended when others act in opposition to one of their top strengths. We refer to these as "hot buttons". Signature strengths can be particularly sensitive hot buttons that cause irritation or frustration with others. When people notice that one of their hot buttons has been pushed they can shift their focus to other strengths they have and try to understand the other person's behavior in terms of that person's character strengths.

Consider the following example.

Joe is a manager with Kindness among his top strengths. He decides to allow Mary to work from home three days a week because her child is suffering health problems and needs support during his recovery. Jane, a co-worker of Mary's, becomes upset because her top strength of Fairness is offended since she thinks this is an unfair policy for people who are not parents. Jane can reduce the intensity of her upset by (a.) realizing that Joe is responding from kindness and compassion and (b.) bringing her perspective to the forefront to realize that it is in the company's interest to make accommodations instead of losing good employees and having to replace them.

Strengths Dynamics

There also are times when character strengths **collide** into one another. Here is an example.

Rachel possesses Perspective and Prudence as signature strengths, and Dave possesses Love of Learning and Curiosity. Dave's strengths cause him to spend a lot of time seeking information and telling others about all that he has learned. Rachel's strengths cause her to want to stay on point, not to lose the big picture in all the details, and to have a practical bent to make a plan to push things forward. As such, Rachel may become irritated with Dave's enthusiastic approach to wide-ranging information, and Dave may become irritated with Rachel's lack of interest and insistence on getting down to business. If Rachel and Dave recognize explicitly these strengths in each other, they can anticipate potential problems and, when conflict arises, they can have a strength-to-strength approach to resolve their differences as opposed to a more common approach of blaming.

Understanding conflict and personal upset through the lenses of character strengths can be a new way to reduce the negative impact of these experiences.

EXPLORATION

- ▶ Explore with your team members ways their signature strengths may complement one another.
- ▶ Explore ways that your team can create routines for giving positive feedback to one another.
- ▶ Explore ways to prime team members about the strengths of other team members prior to meetings.
- ▶ Explore together ways that top strengths get overplayed and how to give one another gentle reminders when this is occurring.
- ▶ Explore with your team members how they could see each other's strengths potentially working at cross purposes. Where do they (or could they) experience points of distress, and how can they frame them as clashes between signature strengths?
- ▶ Explore where people notice "hot buttons" getting pushed and ways of handling such circumstances differently using their understanding of character strengths.



- **VIA Classification of Character Strengths**
- **Graphs and Tables**
 - Team Character Strengths Snapshot*
 - Team Character Strengths Culture
 - Team Members' Top Strengths by Virtue Category
 - Number of Top Strengths Per Team Member x Virtue*
 - Team Members' VIA Two Factor Balance Graph Types*
 - Team Members' Top Strengths by Balance Graph Dimension
 - Average Circumplex Scores: Team vs. Worldwide Population
 - Team Members' Top Strengths by Work/Life Satisfaction Strengths*
 - Unique Character Strengths by Team Member*
 - Integrators*

***Note:** Individual team member data should be shared with other team members only if proper consent has been given by the team member.

1. **Wisdom and Knowledge** – Cognitive strengths that entail the acquisition and use of knowledge

- **Creativity** [originality, ingenuity]: Thinking of novel and productive ways to conceptualize and do things; includes artistic achievement but is not limited to it
- **Curiosity** [interest, novelty-seeking, openness to experience]: Taking an interest in ongoing experience for its own sake; finding subjects and topics fascinating; exploring and discovering
- **Judgment** [critical thinking]: Thinking things through and examining them from all sides; not jumping to conclusions; being able to change one's mind in light of evidence; weighing all evidence fairly
- **Love of Learning**: Mastering new skills, topics, and bodies of knowledge, whether on one's own or formally; obviously related to the strength of curiosity but goes beyond it to describe the tendency to add systematically to what one knows
- **Perspective** [wisdom]: Being able to provide wise counsel to others; having ways of looking at the world that make sense to oneself and to other people

2. **Courage** – Emotional strengths that involve the exercise of will to accomplish goals in the face of opposition, external or internal

- **Bravery** [valor]: Not shrinking from threat, challenge, difficulty, or pain; speaking up for what is right even if there is opposition; acting on convictions even if unpopular; includes physical bravery but is not limited to it
- **Perseverance** [persistence, industriousness]: Finishing what one starts; persisting in a course of action in spite of obstacles; “getting it out the door”; taking pleasure in completing tasks
- **Honesty** [authenticity, integrity]: Speaking the truth but more broadly presenting oneself in a genuine way and acting in a sincere way; being without pretense; taking responsibility for one's feelings and actions
- **Zest** [vitality, enthusiasm, vigor, energy]: Approaching life with excitement and energy; not doing things halfway or halfheartedly; living life as an adventure; feeling alive and activated

3. **Humanity** - Interpersonal strengths that involve tending and befriending others

- **Love**: Valuing close relations with others, in particular those in which sharing and caring are reciprocated; being close to people
- **Kindness** [generosity, nurturance, care, compassion, altruistic love, “niceness”]: Doing favors and good deeds for others; helping them; taking care of them
- **Social Intelligence** [emotional intelligence, personal intelligence]: Being aware of the motives and feelings of other people and oneself; knowing what to do to fit into different social situations; knowing what makes other people tick

4. **Justice** - Civic strengths that underlie healthy community life

- **Teamwork** [citizenship, social responsibility, loyalty]: Working well as a member of a group or team; being loyal to the group; doing one's share
- **Fairness**: Treating all people the same according to notions of fairness and justice; not letting personal feelings bias decisions about others; giving everyone a fair chance.
- **Leadership**: Encouraging a group of which one is a member to get things done, and at the same time maintaining good relations within the group; organizing group activities and seeing that they happen.

5. **Temperance** – Strengths that protect against excess

- **Forgiveness**: Forgiving those who have done wrong; accepting the shortcomings of others; giving people a second chance; not being vengeful
- **Humility**: Letting one's accomplishments speak for themselves; not regarding oneself as more special than one is
- **Prudence**: Being careful about one's choices; not taking undue risks; not saying or doing things that might later be regretted
- **Self-Regulation** [self-control]: Regulating what one feels and does; being disciplined; controlling one's appetites and emotions

6. **Transcendence** - Strengths that forge connections to the larger universe and provide meaning

- **Appreciation of Beauty and Excellence** [awe, wonder, elevation]: Noticing and appreciating beauty, excellence, and/or skilled performance in various domains of life, from nature to art to mathematics to science to everyday experience
- **Gratitude**: Being aware of and thankful for the good things that happen; taking time to express thanks
- **Hope** [optimism, future-mindedness, future orientation]: Expecting the best in the future and working to achieve it; believing that a good future is something that can be brought about
- **Humor** [playfulness]: Liking to laugh and tease; bringing smiles to other people; seeing the light side; making (not necessarily telling) jokes
- **Spirituality** [faith, purpose]: Having coherent beliefs about the higher purpose and meaning of the universe; knowing where one fits within the larger scheme; having beliefs about the meaning of life that shape conduct and provide comfort

Section 1: Team Character Strengths Snapshot

12/12/2019

Virtue	Character Strength														
	Team Members	T 1 3	T 1	T 2	T 3	T 4	T 5	T 6	T 7	T 8	T 9	T 10	T 11	T 12	
Wisdom	CREATIVITY	●													
	CURIOSITY	●					●			●					
	JUDGMENT		●		●							●		●	
	LOVE OF LEARNING						●		●						
	PERSPECTIVE		●		●	●			●		●				
Courage	BRAVERY														
	PERSEVERANCE			●										●	
	HONESTY	●	●	●	●		●	●	●		●		●		
	ZEST						●					●			
Humanity	LOVE			●	●	●		●		●	●		●		
	KINDNESS	●	●	●		●	●	●		●	●		●	●	
	SOCIAL INTELLIGENCE							●				●			
Justice	TEAMWORK			●				●					●	●	
	FAIRNESS	●						●			●		●		
	LEADERSHIP			●											
Temperance	FORGIVENESS	●													
	HUMILITY														
	PRUDENCE				●						●	●			
	SELF-REGULATION														
Transcendence	APPREC BEAUTY/EXCELLENCE														
	GRATITUDE					●						●			
	HOPE					●	●		●						
	HUMOR	●								●			●		
	SPIRITUALITY														

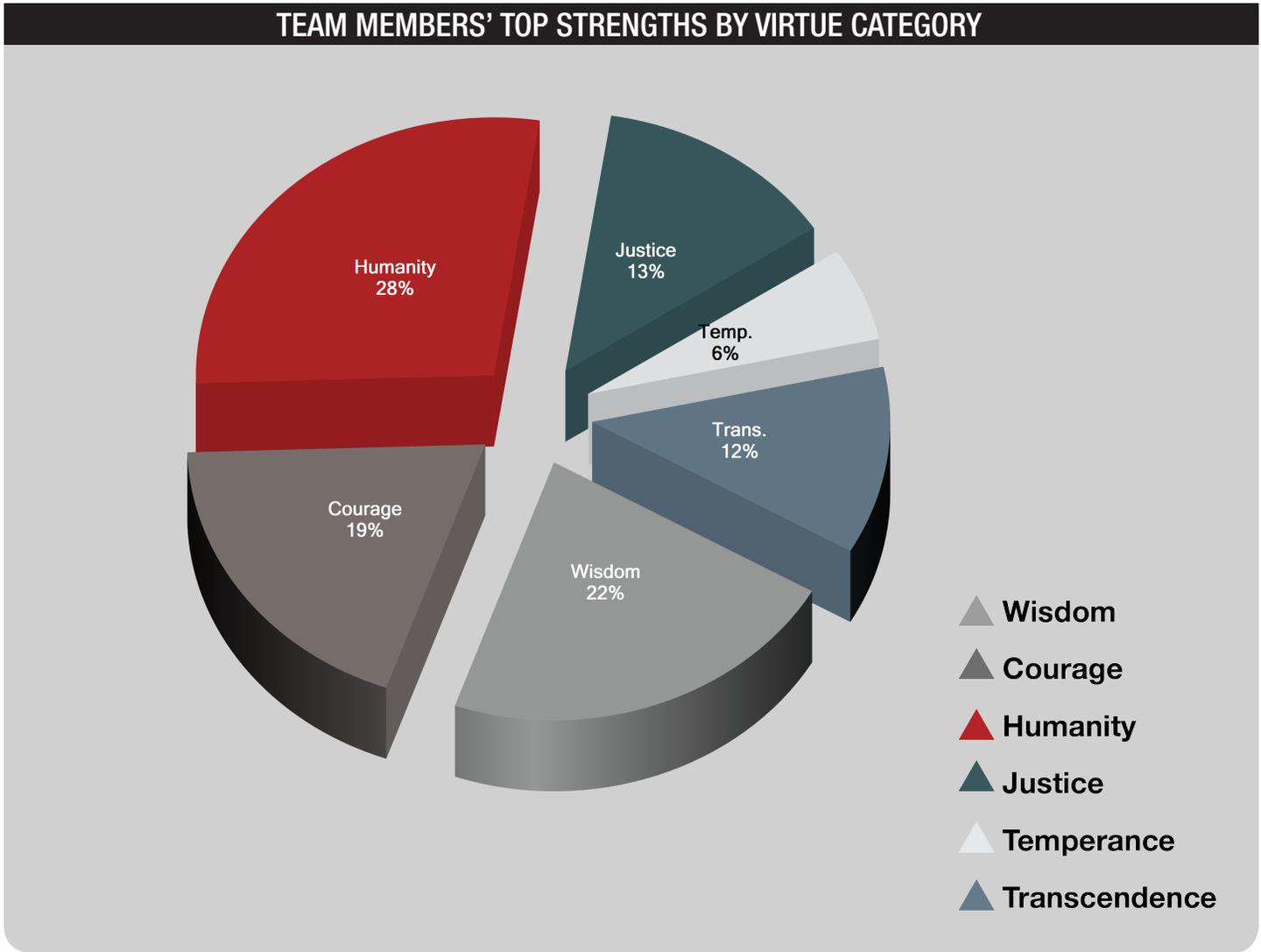
Team Character Strengths Culture

12/12/2019

CHARACTER STRENGTHS CULTURE		
Character Strength	% Team Members	Average Raw Scores
KINDNESS	77% *	4.5
HONESTY	69% *	4.4
LOVE	54% *	4.2
PERSPECTIVE	38%	4.1
TEAMWORK	31%	3.8
FAIRNESS	31%	4.2
JUDGMENT	31%	4.2
PRUDENCE	23%	3.7
CURIOSITY	23%	3.9
HOPE	23%	3.8
HUMOR	23%	4
GRATITUDE	15%	3.8
PERSEVERANCE	15%	3.9
LOVE OF LEARNING	15%	3.5
SOCIAL INTELLIGENCE	15%	4
ZEST	15%	3.7
CREATIVITY	8%	3.7
FORGIVENESS	8%	3.3
LEADERSHIP	8%	4
APPREC BEAUTY/EXCELLENCE	0%	3.4
BRAVERY	0%	3.6
HUMILITY	0%	3.7
SELF-REGULATION	0%	3.1
SPIRITUALITY	0%	2.5

Team Members' Top Strengths by Virtue Category

12/12/2019



Number of Top Strengths Per Team Member x Virtue

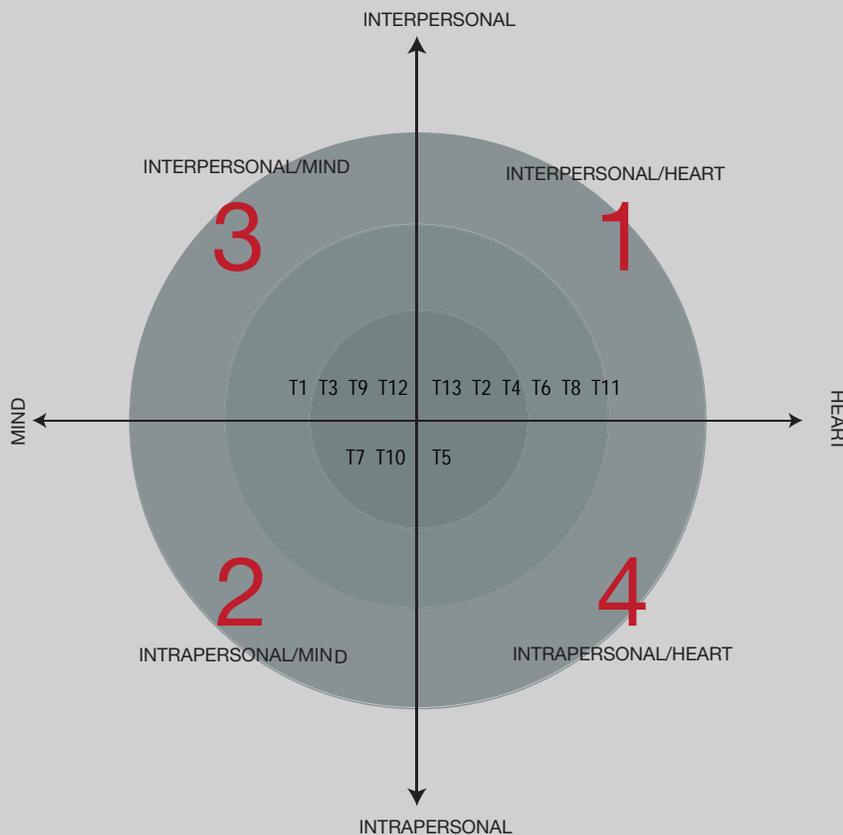
NUMBER OF TOP STRENGTHS PER TEAM MEMBER X VIRTUES						
Team Member	Wisdom	Courage	Humanity	Justice	Temperance	Transcendence
T13	2	1	1	1	1	1
T1	2	1	1	0	0	0
T2	0	2	2	2	0	0
T3	2	1	1	0	1	0
T4	1	0	2	0	0	2
T5	2	2	1	0	0	1
T6	0	1	3	2	0	0
T7	2	1	0	0	0	1
T8	1	0	2	0	0	1
T9	1	1	2	1	1	0
T10	1	1	1	0	1	1
T11	0	1	2	2	0	1
T12	1	1	1	1	0	0
Total	15	13	19	9	4	8
% Team Strengths	22%	19%	28%	13%	6%	12%

Team Members' VIA Graph Types

12/12/2019

TEAM MEMBERS' VIA GRAPH TYPES

Displays the quadrant in which each team member falls based on their highest two scores.



Team Members' Top Strength Per Two Factor Graph Dimension

TEAM MEMBERS' TOP STRENGTH PER DIMENSION				
Team Member	Heart	Mind	Interpersonal	Intrapersonal
T13	66%	34%	57%	43%
T1	50%	50%	59%	41%
T2	57%	43%	80%	20%
T3	43%	57%	60%	40%
T4	62%	38%	61%	39%
T5	55%	45%	40%	60%
T6	65%	35%	77%	23%
T7	47%	53%	41%	59%
T8	79%	21%	56%	44%
T9	53%	47%	70%	30%
T10	47%	53%	54%	46%
T11	68%	32%	78%	22%
T12	48%	52%	71%	29%
Team Average	57%	43%	62%	38%

Shows the scores for each team member and the average value across all team members.

Work/Life Satisfaction Strengths

WORK/LIFE SATISFACTION STRENGTHS															
Strengths	T 1 3	T 1 1	T 2 2	T 3 3	T 4 4	T 5 5	T 6 6	T 7 7	T 8 8	T 9 9	T 10 0	T 11 1	T 12 2	% Members	Average Raw Score
HOPE					●	●		●						23%	3.8
GRATITUDE					●						●			15%	3.8
ZEST						●					●			15%	3.7
LOVE			●	●	●		●		●	●		●		54%	4.2
CURIOSITY	●					●			●					23%	3.9

Team Member / Unique Character Strengths

12/12/2019

(From Page 17)

TEAM MEMBER/UNIQUE CHARACTER STRENGTHS	
Character Strength	Uniquely Represented By
CREATIVITY	T13
CURIOSITY	
JUDGMENT	
LOVE OF LEARNING	T5 T7
PERSPECTIVE	
BRAVERY	
PERSEVERANCE	T2 T12
HONESTY	
ZEST	T5 T10
LOVE	
KINDNESS	
SOCIAL INTELLIGENCE	T6 T10
TEAMWORK	
FAIRNESS	
LEADERSHIP	T2
FORGIVENESS	T13
HUMILITY	
PRUDENCE	
SELF-REGULATION	
APPREC BEAUTY/EXCELLENCE	
GRATITUDE	T4 T10
HOPE	
HUMOR	
SPIRITUALITY	

INTEGRATORS
Team Member
T1
T3
T8
T9
T11

Team Legend

LEGEND	
Code	Team Member
T13	
T1	
T2	
T3	
T4	
T5	
T6	
T7	
T8	
T9	
T10	
T11	
T12	

Let us Know What You Think

Take our survey online to let us know what you think of the VIA Team report.
<https://www.surveymonkey.com/r/3PQTV98>