APPENDIX B

The Character Traits as a Reflection Sheet

Name _____ Date _____

A Mirror, Not a Form

If you want to develop character, in yourself or on your team, you need a shared language for it. This isn't a test, and there are no right answers. It's a space for reflection: a way of asking yourself and each other the questions that otherwise rarely get asked.

You can use it in two ways:

> **For yourself:** Where am I strong? Where do I feel resistance?
> **For the team:** What do we see in each other, and what might we have gotten used to?

Take one trait at a time, and leave room for the silence between the questions. That's where the best answers come from.

01 Integrity: *Being Whole, Even When It Costs You*

When did I last stand by something even though it was unpopular?

When do I notice myself avoiding responsibility, and why?

Is there something I've kept quiet about that should have been said out loud?

02 Curiosity: *Wanting to Understand More Than You Know*

When did I last ask a question I didn't know the answer to?

Am I more focused on being right, or on learning something?

What am I wondering about these days, and who do I share it with?

03 Work Ethic: *Keeping At It, Even When It's Tedious*

What do I get finished even when I don't feel like it?

How do I keep my rhythm when my energy drops?

When was I last proud of a task that took perseverance?

04 Independence with Judgment: *Acting with Care*

When do I take initiative, and when do I wait too long?

What do I do when I'm in doubt: do I ask, do I weigh it, or do I act?

What decision have I made recently that showed my judgment?

05 Social Intelligence: *Reading the Room and Adjusting*

How do I affect the room when I walk into it?

When did I last listen more than I talked?

Am I easy to work with, and what am I basing that on?

06 Professional Humility: *Wanting to Keep Learning Your Whole Life*

When did I last change my mind because someone showed me something better?

Who have I recently asked for advice, and what did I do with the answer?

What happens inside me when I'm challenged: curiosity or defensiveness?

07 Willingness to Take Risks: *Acting Without Guarantees*

What initiative have I considered but not taken, and why?

When did I last do something that took courage, and what did I learn?

What would I do if I knew I couldn't fail?

Your Next Step

Choose one trait where you're strong and one you want to strengthen. Write down what it would take to move one step in that direction. And look around you: Who in your organization already lives out what you want to get better at?

That's where development begins: when character becomes a shared language.