

Qualities and virtues of change agents in the workplace

Instructions

Now think of the team that you are evaluating and indicate the extent to which the team really demonstrate these virtues in the workplace. After reading each quality, decide on the degree to which the statement accurately describes the team by being bluntly honest and looking for genuine evidence using the following guidelines:

Answer

Low 1-4

Medium 5-7

High 8-10

VIRTUES AUDIT

Item										
1. Assertiveness	10	9	8	7	6	5	4	3	2	1
2. Caring	10	9	8	7	6	5	4	3	2	1
3. Cleanliness	10	9	8	7	6	5	4	3	2	1
4. Commitment	10	9	8	7	6	5	4	3	2	1
5. Compassion	10	9	8	7	6	5	4	3	2	1
6. Confidence	10	9	8	7	6	5	4	3	2	1
7. Consideration	10	9	8	7	6	5	4	3	2	1
8. Cooperation	10	9	8	7	6	5	4	3	2	1
9. Courage	10	9	8	7	6	5	4	3	2	1
10. Courtesy	10	9	8	7	6	5	4	3	2	1
11. Creativity	10	9	8	7	6	5	4	3	2	1
12. Detachment	10	9	8	7	6	5	4	3	2	1
13. Determination	10	9	8	7	6	5	4	3	2	1
14. Diligence	10	9	8	7	6	5	4	3	2	1
15. Enthusiasm	10	9	8	7	6	5	4	3	2	1
16. Excellence	10	9	8	7	6	5	4	3	2	1
17. Flexibility	10	9	8	7	6	5	4	3	2	1
18. Forgiveness	10	9	8	7	6	5	4	3	2	1
19. Friendliness	10	9	8	7	6	5	4	3	2	1
20. Generosity	10	9	8	7	6	5	4	3	2	1

21. Gentleness	10	9	8	7	6	5	4	3	2	1
22. Helpfulness	10	9	8	7	6	5	4	3	2	1
23. Honesty	10	9	8	7	6	5	4	3	2	1
24. Honour	10	9	8	7	6	5	4	3	2	1
25. Humility	10	9	8	7	6	5	4	3	2	1
26. Idealism	10	9	8	7	6	5	4	3	2	1
27. Integrity	10	9	8	7	6	5	4	3	2	1
28. Joyfulness	10	9	8	7	6	5	4	3	2	1
29. Justice	10	9	8	7	6	5	4	3	2	1
30. Kindness	10	9	8	7	6	5	4	3	2	1
31. Love	10	9	8	7	6	5	4	3	2	1
32. Loyalty	10	9	8	7	6	5	4	3	2	1
33. Moderation	10	9	8	7	6	5	4	3	2	1
34. Modesty	10	9	8	7	6	5	4	3	2	1
35. Orderliness	10	9	8	7	6	5	4	3	2	1
36. Patience	10	9	8	7	6	5	4	3	2	1
37. Peacefulness	10	9	8	7	6	5	4	3	2	1
38. Perseverance	10	9	8	7	6	5	4	3	2	1
39. Purposefulness	10	9	8	7	6	5	4	3	2	1
40. Reliability	10	9	8	7	6	5	4	3	2	1
41. Respect	10	9	8	7	6	5	4	3	2	1
42. Responsibility	10	9	8	7	6	5	4	3	2	1
43. Self-discipline	10	9	8	7	6	5	4	3	2	1
44. Service	10	9	8	7	6	5	4	3	2	1
45. Tact	10	9	8	7	6	5	4	3	2	1
46. Thankfulness	10	9	8	7	6	5	4	3	2	1
47. Tolerance	10	9	8	7	6	5	4	3	2	1
48. Trust	10	9	8	7	6	5	4	3	2	1
49. Trustworthiness	10	9	8	7	6	5	4	3	2	1
50. Truthfulness	10	9	8	7	6	5	4	3	2	1
51. Understanding	10	9	8	7	6	5	4	3	2	1
52. Unity	10	9	8	7	6	5	4	3	2	1
Total score										

1. What is assertiveness? Being assertive means being positive and confident. It begins by being aware that you are a worthy team with own special gifts. When you are assertive you think for yourself and ask for what you need. You have the self-confidence to tell the truth about what is just.



wisdom



courage



humanity



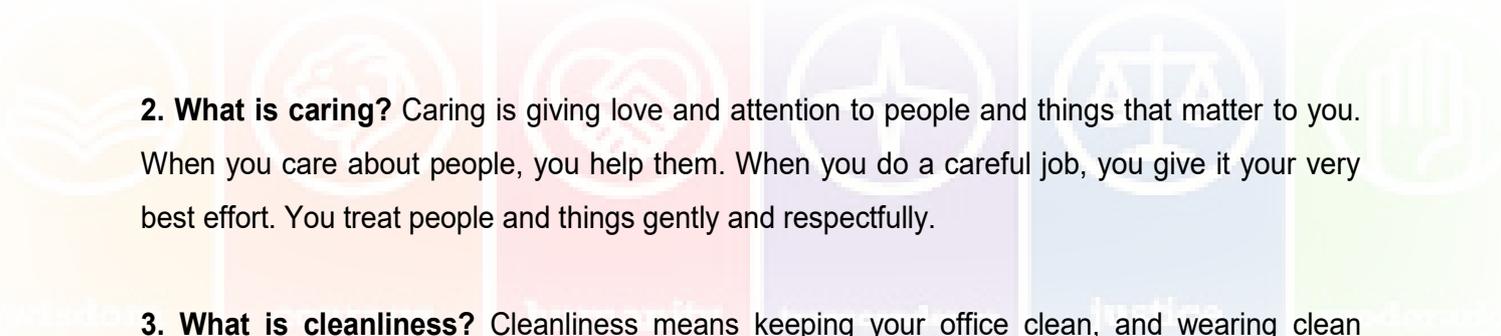
transcendence



justice



moderation



2. What is caring? Caring is giving love and attention to people and things that matter to you. When you care about people, you help them. When you do a careful job, you give it your very best effort. You treat people and things gently and respectfully.

3. What is cleanliness? Cleanliness means keeping your office clean, and wearing clean clothes. Cleanliness in your mind is concentrating your thoughts on things that are good for the team. You can “clean up your act” by deciding to change when you have done something you aren’t proud of or have made a mistake. Staying clean also means keeping your mind free of harmful sayings and comments.

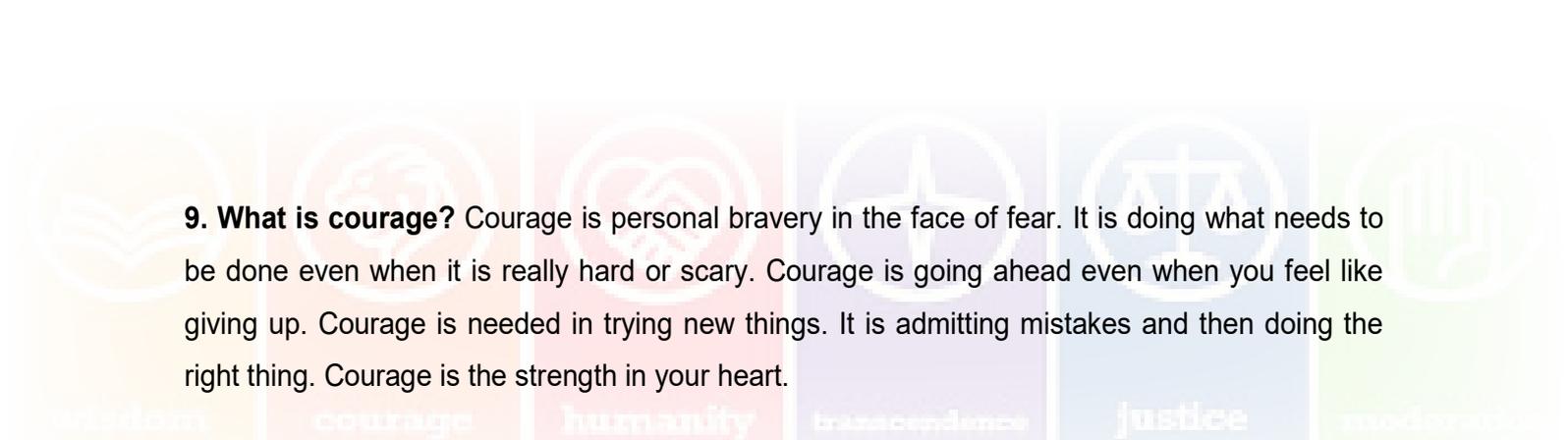
4. What is commitment? Commitment is caring deeply about something or someone. It is the willingness to give your all to a friendship, a task, or something you believe in. It is the ability to make decisions and follow through on them. It is keeping your promises.

5. What is compassion? Compassion is having kind feelings toward someone who is hurt or troubled. It is caring deeply and wanting to help, even if you don’t know them. It is being kind and forgiving to someone who has hurt you.

6. What is confidence? Confidence is having faith in something or someone. It is kind of trust. When you have self-confidence, you trust that you have what it takes to handle whatever happens. You feel sure of yourself and enjoy trying new things. When you are confident in others, you rely on them and confide in them.

7. What is consideration? Consideration is being thoughtful about other people and their feelings. It is thinking about how your actions affect them and caring about how they feel. It is paying attention to what other people like and don’t like, and doing things that give them happiness.

8. What is cooperation? Cooperation is working together for the good of everyone. It is a willingness to respect others and to follow rules which keep everyone safe and happy. Cooperation is being helpful to one another, sharing the load. It is joining others in order to do something that cannot be done alone.



9. What is courage? Courage is personal bravery in the face of fear. It is doing what needs to be done even when it is really hard or scary. Courage is going ahead even when you feel like giving up. Courage is needed in trying new things. It is admitting mistakes and then doing the right thing. Courage is the strength in your heart.

10. What is courtesy? Courtesy is being polite and having good manners. It is a gracious way of speaking and acting which gives others a feeling of being valued and respected. It is greeting others with respect. “Please”, “Thank you”, “Excuse me”, “Hello”, “Goodbye”, “Your welcome” are not just words. They are courteous expressions that show people you respect them and care about them.

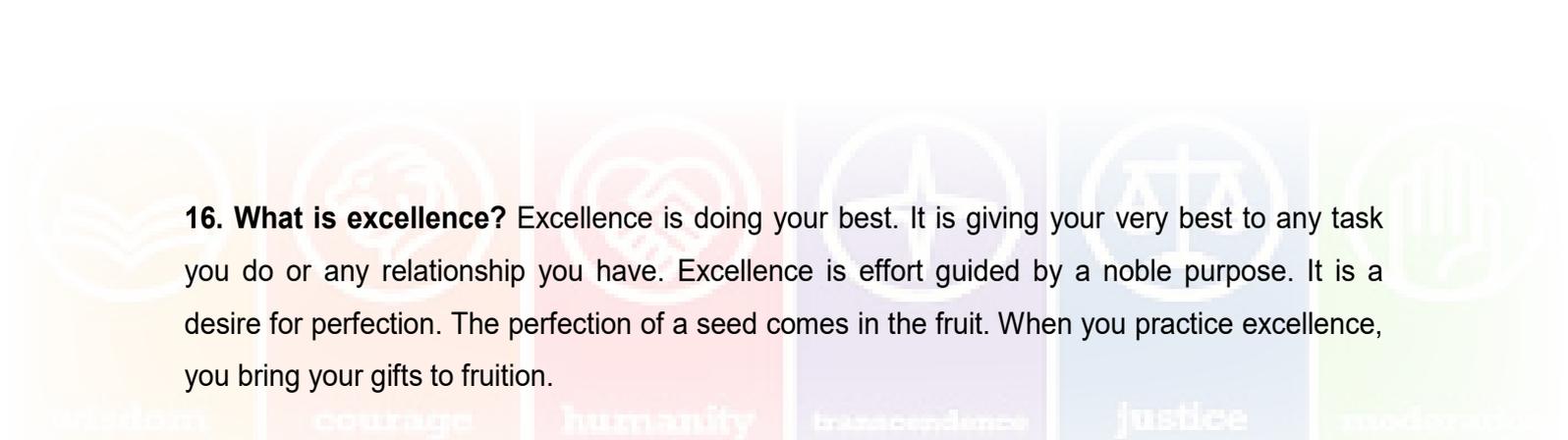
11. What is creativity? Creativity is the power of imagination. Creativity is a way to develop your special talents. It is seeing something in a new way, finding a different way to solve a problem. Creativity is using your imagination to bring something new into the world.

12. What is detachment? Detachment is experiencing your feelings without allowing your feelings to control you. It is choosing how you will act in a situation rather than just reacting. With detachment you are free to do only what you choose to do. Detachment is using thinking and feeling together, so you can make smart choices.

13. What is determination? Determination is focusing your energy and efforts on a task and then sticking with it until it is finished. Determination is using your will power to do something when it isn't easy. You are determined to meet your goals. Even when it is really hard, or you are being tested, you still keep going.

14. What is diligence? Diligence is working hard and doing the best job you possibly can. When you are diligent, you take special care to do things step by step. You think and move carefully to make sure things will turn out right. Being diligent is being industrious, giving all you have to give to whatever you do.

15. What is enthusiasm? Enthusiasm is being inspired – full of spirit. It is being cheerful and happy. It is doing something wholeheartedly, with zeal and eagerness – giving 100% to what you do. Being enthusiastic is being excited about something, looking forward to it. It comes from having a positive attitude.



16. What is excellence? Excellence is doing your best. It is giving your very best to any task you do or any relationship you have. Excellence is effort guided by a noble purpose. It is a desire for perfection. The perfection of a seed comes in the fruit. When you practice excellence, you bring your gifts to fruition.

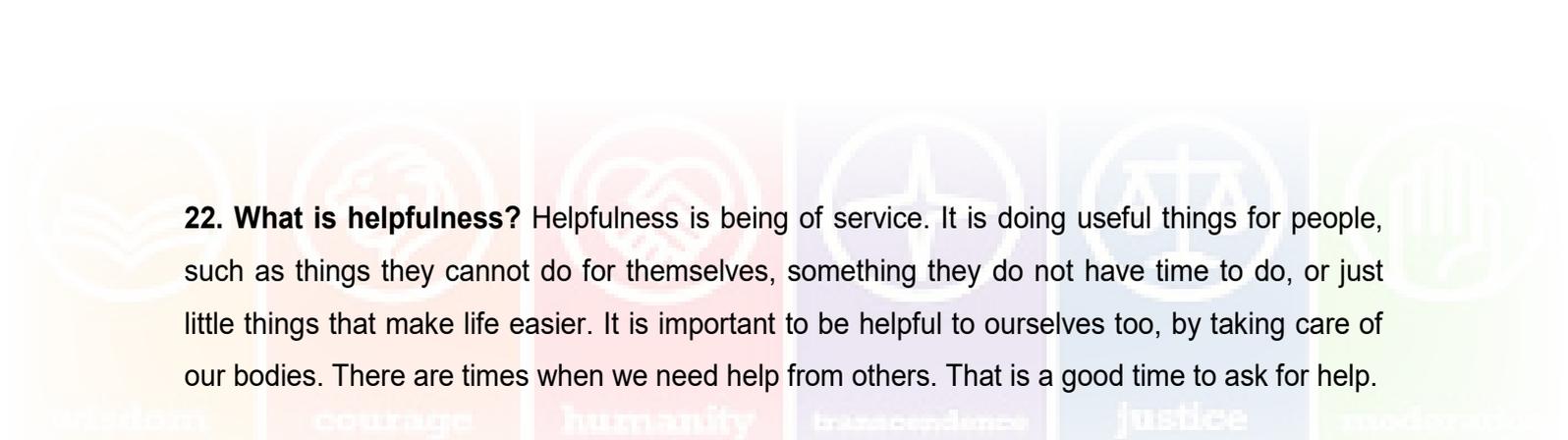
17. What is flexibility? Flexibility is being open to change. It means not always having to have your own way. It is being open to the opinions and feelings of others. With flexibility, you are willing to change your mind. If something doesn't work, you try a new way. Flexibility is making changes for the better.

18. What is forgiveness? Being forgiving is giving someone another chance after they have done something wrong, knowing that everyone makes mistakes. It is making amends instead of taking revenge. It is important to forgive yourself, too. Forgiving yourself means to stop punishing yourself or feeling hopeless because of a mistake. Forgiveness is moving ahead, ready to act differently, with compassion for yourself and faith that you can change.

19. What is friendliness? Friendliness is being a friend. It is taking an interest in other people. It is going out of your way to make others feel welcome or to make a stranger feel at home. When you are friendly, you happily share your belongings, time, ideas, and feelings. You share the good times and the bad times together. Friendliness is the best cure for loneliness.

20. What is generosity? Generosity is giving and sharing. It is giving freely because you want to, not with the idea of receiving a reward or a gift in return. Generosity is being aware that there is plenty for everyone. It is seeing a chance to give what you have and then giving just for the joy of giving. It is one of the best ways to show love and friendship.

21. What is gentleness? Gentleness is acting and speaking in a kind considerate way. It is using self-control, in order not to hurt or offend anyone. You can be gentle with people and animals in the way you touch them and the way you speak to them. You handle things carefully so they will not break or be hurt. When you think gentle thoughts, it makes the world a safer, gentler place.



22. What is helpfulness? Helpfulness is being of service. It is doing useful things for people, such as things they cannot do for themselves, something they do not have time to do, or just little things that make life easier. It is important to be helpful to ourselves too, by taking care of our bodies. There are times when we need help from others. That is a good time to ask for help.

23. What is honesty? Being honest is being open, trustworthy and truthful. When people are honest, they can be relied on not to lie, cheat, or steal. Honesty is telling the truth. It is admitting mistakes even when you know someone might be angry or disappointed. Being honest means that you don't pretend to be something you are not. With honesty you can trust things to be as they appear.

24. What is honor? Honor is living with a sense of respect for what you believe is right. It is living by the virtues, showing great respect for yourself, other people, and the rules you live by. When you are honourable, you don't have to feel ashamed of who you are or what you are doing. You are worthy of respect. You set a good example.

25. What is humility? When you are humble you don't act as if you are more important than other people. You are happy to serve others and think other people's needs are important. You don't expect others or yourself to be perfect. You don't criticize others or yourself. You admit mistakes and learn from them. Sometimes mistakes are our best teachers.

26. What is idealism? A person with ideals is a person who really cares about what is right and meaningful in life. When you practice idealism, you have beliefs that mean something to you and you follow them. You don't just accept things the way they are. You want to make a difference. Idealists dare to have big dreams and then act as if they are possible.

27. What is integrity? Integrity is standing up for what you believe is right, living by your highest values. It is being honest and sincere with others and yourself. You are integrous when your words and actions match. You don't fool yourself into doing what you know is wrong. You fill your life and your mind with things that help you to live a good, clean life.

28. What is joyfulness? Joyfulness is being filled with happiness. It is a peaceful sense of well-being. Joy is inside us all. It comes from an appreciation for the gifts each day brings. Joy comes when we are doing what we know is right, and when we laugh and see the humor in

things. You is the inner sense that can carry us through the hard times even when we are feeling very sad.

29. What is justice? Practicing justice is being fair in everything you do. It is seeing with your own eyes and not judging something or someone by what other people tell you. Being just is standing up for your rights and the rights of other people. It is taking responsibility if you make a mistake and making amends. Justice means that every person's rights are protected.

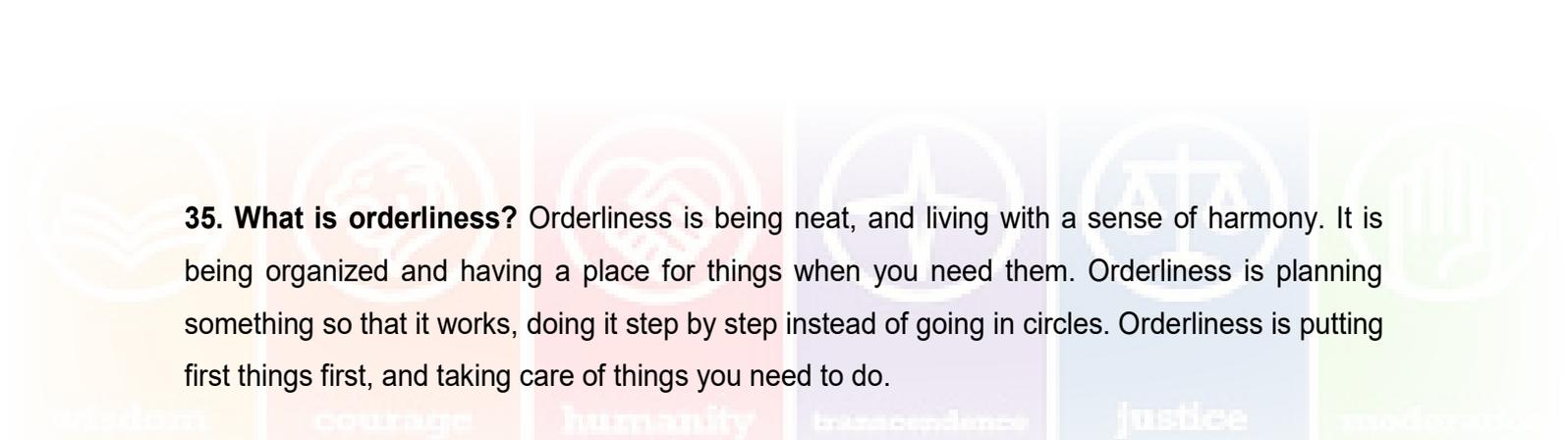
30. What is kindness? Kindness is showing you care, doing some good to make life better for others. It is being thoughtful about people's needs. Kindness is showing love and compassion to someone who is sad or needs your help. Kindness is treating yourself and others gently. It is caring about the earth and all living things.

31. What is love? Love is a special feeling that fills your heart. You show love in a smile, a pleasant way of speaking, a thoughtful actor a hug. Love is treating people and things with special care and kindness because they mean so much to you. Love is treating other people just as you would like them to treat you – with care and respect.

32. What is loyalty? Loyalty is staying true to someone. It is standing up for something you believe in without wavering. It is being faithful to your family, country, school, friends or ideals – when the going gets tough as well as when things are good. When you are a loyal friend, even if someone disappoints you, you still hang in there with them. Loyalty is staying committed.

33. What is moderation? Moderation is creating balance in your life between work and play, rest and exercise. It is having or doing enough of something – not too much, not too little, but what's just right for you. If you study all the time or play all the time it is not being moderate. Moderation is being in charge of your time and using self-discipline to keep from doing too much or too little.

34. What is modesty? Modesty is having self-respect. When you practice modesty, you are not showy or boastful. Modesty comes when you have self-acceptance and quiet pride. Modesty is to value yourself and to have a sense of respectful privacy about your body. Modesty is also accepting praise with humility and gratitude.



35. What is orderliness? Orderliness is being neat, and living with a sense of harmony. It is being organized and having a place for things when you need them. Orderliness is planning something so that it works, doing it step by step instead of going in circles. Orderliness is putting first things first, and taking care of things you need to do.

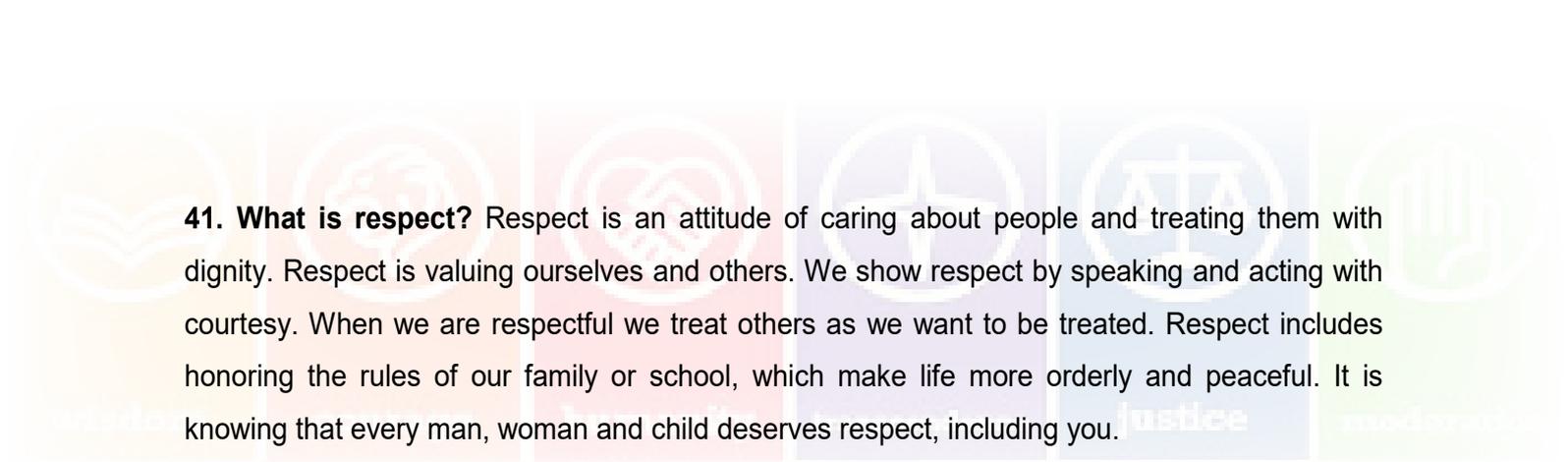
36. What is patience? Patience is quiet hope and trust, expecting things to turn out all right. Patience is being calm and tolerant when difficult things happen. It means showing acceptance when you or others make mistakes. Patience is doing something now so that later it will bear fruit, like planting a seed and waiting for it to grow. Patience is a commitment to the future.

37. What is peacefulness? Peacefulness is an inner sense of calm. It comes especially in quiet moments of reflection or gratitude. It is getting very quiet and looking at things so you can understand them. Peacefulness is a way of approaching conflict with others so that no one is made wrong. It is being fair to others and yourself. Peace is giving up the love of power for the power of love. With peacefulness, everyone wins.

38. What is perseverance? Perseverance is being purposeful and steadfast. It is sticking to something, staying committed, no matter how long it takes or what obstacles appear to stop you. A good example is the story of the tortoise and the hare. Even though the tortoise was slower than the hare, he won the race because he persevered – he didn't let anything stop him or distract him. He kept on going.

39. What is purposefulness? Being purposeful is having a clear focus, instead of being confused or unsure of what you are doing or why you are doing it. You are acting purposefully when you have a goal you are working toward. You concentrate your mind and your efforts so that something good will happen as a result. Some people just let things happen. A purposeful person makes things happen.

40. What is reliability? Reliability means that others can depend on you to keep your commitments. Reliability is doing something that you have agreed to do in a predictable way, without forgetting or having to be reminded. When you practice reliability, you really care about doing what you said you would do. Other people can relax knowing it is in your reliable hands.



41. What is respect? Respect is an attitude of caring about people and treating them with dignity. Respect is valuing ourselves and others. We show respect by speaking and acting with courtesy. When we are respectful we treat others as we want to be treated. Respect includes honoring the rules of our family or school, which make life more orderly and peaceful. It is knowing that every man, woman and child deserves respect, including you.

42. What is responsibility? Being responsible means that others can depend on you. You are willing to be accountable for your actions. When things go wrong and you make a mistake, you make amends instead of excuses. When you are responsible, you keep your agreements. You give your best to any job. Responsibility is the ability to respond ably. It is a sign of growing up.

43. What is self-discipline? Self-discipline means self-control. It is getting yourself to do what you really want to do, rather than being tossed around by your feelings like a leaf in the wind. You don't lose control of yourself when you feel hurt or angry, but decide how you are going to talk and what you are going to do. With self-discipline, you take charge of yourself.

44. What is service? Service is giving to others and wanting to make a difference in their lives. It is looking for ways to be helpful instead of waiting to be asked. The needs of others are as important to you as your own. When you work with a spirit of service, you give any job your best effort. You make a real contribution. People who want to be of service can change the world.

45. What is tact? Tact is telling the truth kindly, with consideration for how your words will affect others. It is knowing what to say and what is better left unsaid. Tact is thinking before you speak. When you are tactful, you don't tease or point out people's differences to embarrass them. You are as careful about others' feelings as you would like them to be of yours.

46. What is thankfulness? Thankfulness is being grateful for what you have. It is an attitude of gratitude for learning, loving, and being. It is appreciating the little things which happen around you and within you every day. It is having a sense of wonder about the beauty of this world. It is being aware of the gifts in your life



wisdom



courage



humanity



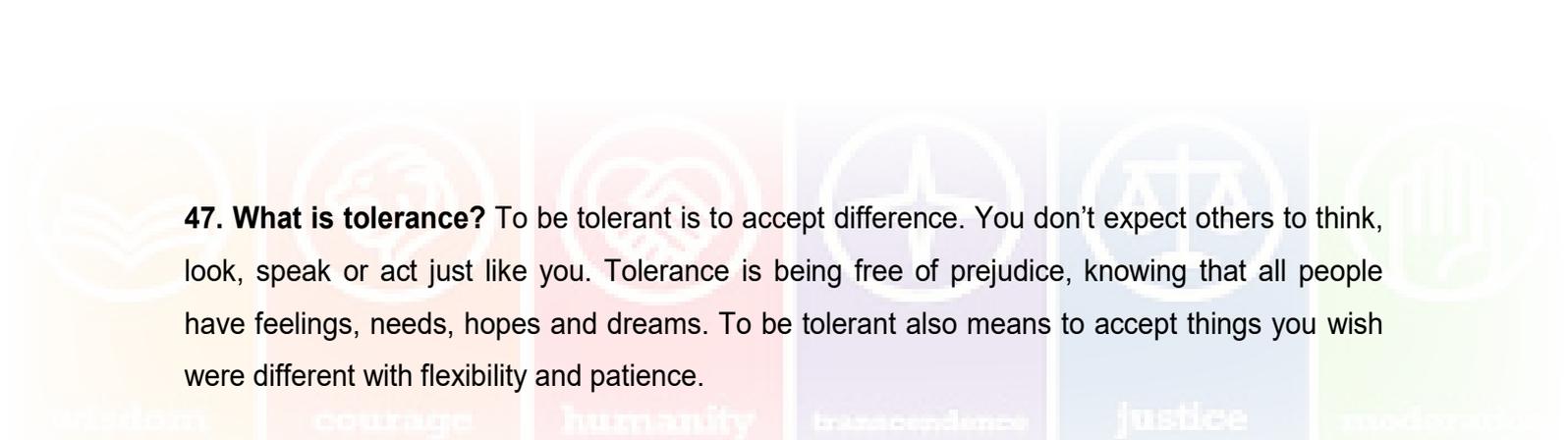
transcendence



justice



moderation



47. What is tolerance? To be tolerant is to accept difference. You don't expect others to think, look, speak or act just like you. Tolerance is being free of prejudice, knowing that all people have feelings, needs, hopes and dreams. To be tolerant also means to accept things you wish were different with flexibility and patience.

48. What is trust? Trust is believing in someone or something. It is having confidence that the right thing will happen without trying to control it or make it happen. Sometimes it is hard to trust when life brings painful experiences. Trust is being sure, down deep, that there is some good in everything that happens.

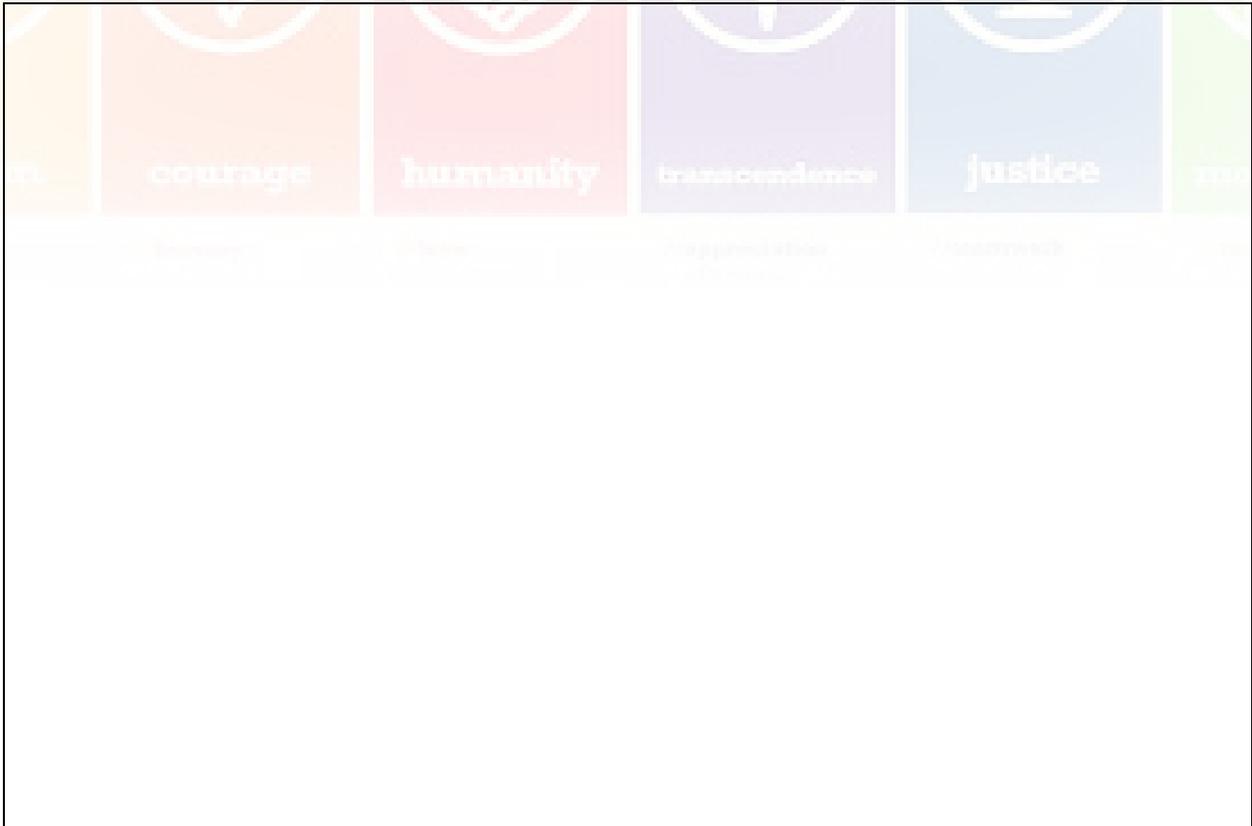
49. What is trustworthiness? Trustworthiness is being worthy of trust. People can count on you to do your best, to keep your word and to follow through on your commitments. Others can rely on you. They can trust that if it is at all possible, you will do what you said you, even if it becomes really hard. When you are trustworthy, others can be sure of you and you can be sure of yourself.

50. What is truthfulness? Truthfulness is being honest in your words and actions. You don't tell lies, even to protect yourself from getting into trouble. You don't listen to gossip and prejudice. You see with your own eyes and make up your own mind about what is true. Being true to yourself means being who and what you are, without exaggerating to impress others or trying to look like something you are not. It is being yourself, your true self.

51. What is understanding? Understanding is thinking clearly. It is using your mind so that you can see the truth about things. It is paying careful attention and thinking about things in order to see their meaning. Understanding is also having empathy and showing compassion. Understanding gives us the power to think and learn and also to care.

52. What is unity? Unity helps people work and live together peacefully. When you practice unity, you feel connected to everyone and everything. Unity brings harmony, like the music made by the different instruments in an orchestra. Unity comes when we value each person. The joy of one is the joy of all. The hurt of one is the hurt of all. The honor of one is the honour of all.

New insights and action plans



DR MARIO DENTON

INDUSTRIAL PSYCHOLOGIST

(MECon, MBA, PhD)

FOR MORE INFORMATION

021 979 3198

082 882 9903

prstrongmessage@gmail.com

marden@mweb.co.za

www.thestrongmessage.com

**Source and full acknowledgement: Simple ways to create a culture of character:
The virtues project. Linda Kavelin Popov**