

VIA in Business Settings

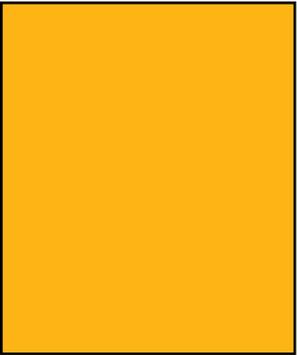


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Appreciation of Beauty and Excellence (ABE)



OVERUSE (impact felt by others - externally)

Perfectionism, controlling, nitpicking, judgmental - framing everything as "right or wrong," intolerant of others, overly critical.

For example, an employee won't start projects because they are afraid it won't be perfect. This also shows up as the inability to iterate well or finish a project because they are constantly tweaking it.

Taking over and redoing the work or not even delegating the work. Setting unreasonable standards



UNDERUSE (impact felt by self - internally)

Frustrated with self or with others.

Deenergized, exhausted, disconnected, or disengaged from the work - "why bother, why try."

Google example - well known as the 80% company. Projects feel like they are abandoned because they are not "finished" or the project is deprioritized.

Phrases such as "just get it out the door" or "it's good enough for them" will make you feel ashamed of the work.



ON TARGET

Ability to notice the small or fine moments of excellence in work, or in nuanced character traits in others. Being able to appreciate and value these things.

For example, this is the person who will notice the visual details and choices made in a Powerpoint presentation - such as color choice or slide composition. This person pushes and helps teams achieve higher polish and quality of work.

In people, this shows up as the manager who compliments you on something subtle or unique that others wouldn't recognize. For example, they might notice you being an ally in a meeting by passing up the opportunity to speak to someone who hasn't yet spoken.

Bravery



OVERUSE (impact felt by others - externally)

Taking deliberate actions that cause unnecessary risk.

A person overusing bravery can appear pushy, confrontational, reckless, not using good judgment, or going to extremes.



ON TARGET

Upholding company culture or the integrity of the company. This can show up as the leadership skill of vulnerability, as taking risks for innovation, and role modeling for others, especially in VUCA situations.



UNDERUSE (impact felt by self - internally)

Complicity, taking the easy way out - avoiding the challenge.

Can feel complacent.

Creativity



OVERUSE (impact felt by others - externally)

Can leave others wondering what they are talking about because they are all over the place.

Combined with power, overuse of creativity creates anxiety with the team, as they can be overwhelmed with the belief that they have to execute on all of these ideas.

This person may appear to be unable to stay focused. They may also come across as being disruptive if in the middle of coming up with a solution, a new idea pops up.

The Google Engineer effect - 80% solutions.



ON TARGET

Coming up with new ideas, seeing things differently - they can bring fresh viewpoints and approaches in meetings, brainstorming sessions, projects. The ability to create visions for the future. For example, they may see cross-industry innovation or a solution in another business unit and bring it to their own team.

When things go wrong, they tend to be the ones that just roll with it, and they rely on their creativity to get through it. The more constraints in a problem or situation, the more they rely on their creativity to make progress and find a solution.



UNDERUSE (impact felt by self - internally)

Bored, not making real progress.

Suppressed, why bother making improvements. They may feel like what they're doing is an exercise in futility.

Curiosity



OVERUSE (impact felt by others - externally)

Can be considered intrusive in a business setting, i.e. wanting to know too much about someone.

They can get sucked down the rabbit hole and be easily distracted.

They have the potential to derail meetings easily by pursuing random paths/questions.



UNDERUSE (impact felt by self - internally)

Can feel shallow, superficial.

Accepting of facts mindlessly. Acting like a sheep.

Have a sense of being bored, accepting the status quo, going with the flow.

Demotivate contribution when a person of power doesn't value new ideas.



ON TARGET

In a group setting, they chase the unknowns and figure out blind spots.

When looking at data, they'll go one or two levels deeper to find explanations on anomalies. They look at qualitative research data and are dogged about uncovering insights.

They have a superior personal development mindset.

Fairness



OVERUSE (impact felt by others - externally)

Can appear to be partial as they are taking a greater set of factors into consideration and are trying to keep everyone happy.



UNDERUSE (impact felt by self - internally)

Feel like they are wronging others, creating an injustice - forcing others to do something that they may not want to do.

A sense of giving up, relinquishing responsibility and ownership.

Applying one standard/rule to all situations.
Can feel internally rigid.



ON TARGET

Treat people equally, taking everyone's opinion into account.

Are seen as allies and are often DEI partners.

They help new hires find a voice.

They build trust and confidence and are seen as adjudicators. They have the ability to compromise and negotiate.

Forgiveness



OVERUSE (impact felt by others - externally)

Acquiescing to being too permissive can mean being seen as a doormat. Not standing up for themselves or their team. This can lead to unfair situations and bad feelings.



UNDERUSE (impact felt by self - internally)

Grudges - holding on to things. This can interfere with building relationships and hold them back from opportunities because of something they are harboring.

Feeling zapped, like the energy is being drawn out of them.



ON TARGET

Can contribute to innovative problem solving and being a team player.

Cross functional product managers who negotiate and fight for priorities and resources in meetings where tensions might be high. They don't take things personally but instead view things at a business level.

These are the folks that can work on difficult, conflict-driven situations and not get defensive. They have the ability to work on turn-around projects easily.

Gratitude



OVERUSE (impact felt by others - externally)

Can come across as insincere if it happens all of the time. It may feel contrived to others or as if the person offering it is just saying it to have the spotlight on themselves.

For example, complimenting someone for the same thing over and over, or for something obvious. Also, complimenting colleagues on work or attributes that are just a part of their job or that require little or no effort.



UNDERUSE (impact felt by self - internally)

Can feel like the workplace is a sterile, cold, business only environment. A “only results matter” mindset/culture.

When a person thinks that everything that happens has been a result of their work only. Success not attributed to outside efforts and contributions.



ON TARGET

Expression of the recognition of another’s work and abilities. Someone who makes an effort in moments where it’s not expected nor part of their role.

A manager who compliments someone’s work in detail, not being broad and general. For example, “Great work on the visual on slide 6, really made it clear for everyone” vs. “Great work!”

A colleague expresses gratitude for something that was said in a meeting that for the most part seemed par for the course, but it really impacted them.

Honesty



OVERUSE (impact felt by others - externally)

Seen as too direct, insensitive, judgmental. Can come across as not caring about others and as a jerk.

Feedback can be interpreted as improper or harsh.

Being overly direct can be risky in front of clients and cause cross-functional friction.



UNDERUSE (impact felt by self - internally)

Can feel like a lie of omission, deceiving the client, like there is a hidden agenda.

Sense of a lack of integrity to customers or profession.



ON TARGET

Telling it like it is. Being direct and sincere in messaging.

Transparent leaders who build trust through exposed intentions and consistency.

Key tool in communicating and in VUCA situations.

Hope



OVERUSE (impact felt by others - externally)

Blind optimism, everything will turn out if they just stay the course. Too much reliance on faith.

Over confident on goal setting - setting too many targets, underestimating the time and challenges, or overestimating their or their team's abilities.



UNDERUSE (impact felt by self - internally)

Going through the motions.

A culture of surviving, not thriving.

The company is playing it too safe - they don't feel trusted to stretch or take risks.



ON TARGET

Present focus with an eye on the future.

They are the ones that make good things better - they plus-up a product.

These are the folks on the team that come up with plan B and plan C when everyone is working on plan A.

Optimism in the fact that they see the same problems as the pessimists also see them, but they believe they have a role to play - they have agency.

Team is stuck on a project and they keep creating ideas to move it forward.

Humility



OVERUSE (impact felt by others - externally)

Not sharing learning or discoveries because it's not viewed as valuable or worthy.

Too much self criticism impacts their ability to get promoted.

Potential for lack of ownership of capabilities in interviews.

If a leader, it can impact how others view that team if their value is not represented/verbalized.



UNDERUSE (impact felt by self - internally)

Feeling arrogant, entitled to praise, portraying themselves as better or more important than others.

Ultra competitive. Win-lose vs. win-win mindset.



ON TARGET

Intrinsically motivated. They focus on the work and the impact. Helpful politically - they remove barriers and help others be successful.

They give credit to others. Learning and development is easy for them.

Humor



OVERUSE (impact felt by others - externally)

Not reading the room. Making light of a situation that is serious. Can come across as showing a lack of judgment.

Humor can be used to deflect, distract, or delay from the issues at hand.

Could be seen as always wanting to be the center of attention.

Humor is best safely used as self-deprecating first, before, using it on others. Even then, don't make assumptions that it's ok.



UNDERUSE (impact felt by self - internally)

Disengaged with others on a relationship level. Feeling flat and unmotivated.

Work environment can feel too rigid, serious, or stifling. Use of humor does not mean you are not a hard worker.

Humor is not understood or appreciated.



ON TARGET

Takes the tension out of the room, lightens the mood.

Good morale builder.

Diffuses situations when done right. For example, in a tense meeting when people are lost in the details, humor can be used to bring back the broader perspective.

Humor can be used in conjunction with team building to create safely by encouraging a light-hearted atmosphere. Studies have shown that sharing embarrassing moments helps with the brainstorming process.

Judgment/Critical Thinking



OVERUSE (impact felt by others - externally)

Overly critical of others work, and even themselves and their own work.

Quick to judge and move to confirmation - bias based on overconfidence on their ability to judge.

Not reading the room. Can come across as being a jerk.

Can become indecisive as they seek more and more information.

Becoming Spock - overly rational, not balancing with emotions.



UNDERUSE (impact felt by self - internally)

Being overly emotional. Blurting without thinking.

Not listening to other views can contribute to becoming fixated, narrow minded.

Unreflective and not contributing to the conversation.



ON TARGET

Break the problem down, look at all sides of the facts.

They understand that the deliberation process is important and bring perspective and leverage to possible outcomes.

Open to changing their minds. In meetings, they can help move things forward, being convinced by data as opposed to anchoring on ego.

Calm in stressful situations - deliberate approaches in VUCA environments.

Kindness



OVERUSE (impact felt by others - externally)

They can appear disingenuous by being “too nice.”

Can also seem intrusive, smothering, or suspicious - “What do they want from me?”



UNDERUSE (impact felt by self - internally)

Feeling of rejection, like no one appreciates you. Sense of being disconnected, alone on an island.



ON TARGET

Work buddies and mentors. They help onboard new hires.

These are the people that are more likely to reach out across departments. They are good for team morale and create cohesion.

Good listeners - people to pulse check with.

Kindness is one-way (giving to others) vs. love, which is two-way (giving and receiving)

Leadership



OVERUSE (impact felt by others - externally)

Controlling, bossy, overbearing to the team.

Lack of trust through micromanagement.



UNDERUSE (impact felt by self - internally)

Resist taking charge, don't bring their leadership strengths to the table.

Frustration or disappointment due to missed opportunities to step up.



ON TARGET

Organizing a group, creating groups to do a task. Managing team dynamics and directing the application of resources.

Recognizes individuals for their individual personality styles and appreciates and empowers them. Helps others feel included in the group by being flexible in their approach.

Refers more to day in and day out management, taking initiative, directing groups vs. the Big L Leadership.

Love



OVERUSE (impact felt by others - externally)

Intrusive, especially if you are a leader. It can feel like a misuse of the power dynamic.

Can come across as nosy. With power it can seem presumptuous.

Crossing boundaries - separation between personal and work life. Can show up differently across cultures.



UNDERUSE (impact felt by self - internally)

Disconnected, afraid to risk due to lack of trust. Not allowing others to show up for you.

Can also show up as tough self-criticism or poor self-care.



ON TARGET

Sacrifice and commitment to others. For example, a person who picks up the slack for someone who is sick.

Someone who does their job well out of care for their colleagues or customers. Can show up as someone who has taken on a coaching or mentoring role (leadership skills).

Managers who listen for and remember the details about people. This helps build team cohesion and a sense of belonging.

As a leader, sharing details creates transparency and vulnerability.

Love is two-way vs. kindness which is one-way.

Love of Learning



OVERUSE (impact felt by others - externally)

Because they love the process of learning and can dive deep into a topic, or a number of topics, they can over communicate their knowledge, which can lead to information overload for others.

Not getting straight to business or too much preamble. Avoiding the real business issue at hand.

Overcomplicating content or processes with new possibilities.



UNDERUSE (impact felt by self - internally)

Clock-watching and becoming quiet in meetings. Not contributing, letting things pass without fixing them.

Not thinking about how to get better, do better. No desire for improvement.

Surviving not thriving.



ON TARGET

They're the ones that are going to learn something and dig deeper to master it. They have the ability to reconnect something from the past project to the present and apply the knowledge.

In teams, they are less likely to be bothered by failure which can balance out others' tendency to hold back.

They can help set up a culture of learning in the group by showing and sharing value as they learn about each of their team member's strengths. They are a catalyst for a learning culture.

Perseverance



OVERUSE (impact felt by others - externally)

Beating a dead horse, chasing after pipe dreams, doesn't know when to give up or quit.

Can show up as someone who does not want to be proven wrong or as having a personal/hidden agenda and pushing it forward.



UNDERUSE (impact felt by self - internally)

Bored, lazy.

Cowardice, giving up too easily.

Having unrealized potential. Leaving opportunity on the table.



ON TARGET

Sticking with tasks that are hard to do or that are mundane/tedious or essential.

Drives skill and expertise development because applying enough energy consistently develops competency.

Dependable and essential to a team's achievement. Can drive innovative problem solving and create a sense of trust and integrity.

Perspective



OVERUSE (impact felt by others - externally)

Can show up as a know-it-all or overbearing because they are offering more information than is needed or wanted.

Can also show up as offering too much high-level strategic information without actually figuring out ways to solve problems.

Tendency to bring information not related to execution.



UNDERUSE (impact felt by self - internally)

Feeling unworthy or unqualified to offer up possible solutions.

Sensing that too much emotion is present to think clearly about the situation.

They may feel like they are not being strategic enough, disconnected from the impact.

Not being empathetic. Desire to not be helpful for whatever reason.

Go through the motions because they feel like decisions being made are random.



ON TARGET

In meetings that are heated, they can bring everyone back to neutral to make progress.

They are valuable in reminding people of the goals - step out from the weeds.

They are good at giving advice and others will seek them out for this.

They are good mentors. They serve as a positive outlet for others on the team. They can smooth out situations in which people are disgruntled.

Prudence



OVERUSE (impact felt by others - externally)

Kills innovation and creativity.

Can cause missed business opportunities (playing it too safe).

As a leader, they can come across as stifling, rigid.

Can limit self-improvement opportunities and not encourage growth, career potential.



UNDERUSE (impact felt by self - internally)

Can feel lack of spontaneity. This may lead to swinging to the other extreme - being reckless and at the whims of impulses.

Taking risks one does not typically take and going along with the crowd.



ON TARGET

Decision making with cautious wisdom.

Thinking, weighing pros and cons before making critical decisions or before acting. For example, examining the consequences on the company or customer before making recommendations.

Thoughtful goal planning when resources are tight.

Self-Regulation



OVERUSE (impact felt by others - externally)

Not empathetic, inability to express.

Overly focused on routine and behavior with the inability to improvise.

Perceived as tightly wound and rigid.

Not reading the room. For example, moving on from a team discussion too soon that could benefit everyone just to make it through the rest of the planned agenda items.



UNDERUSE (impact felt by self - internally)

Extreme behaviors emerge. Feeling of inability to self-manage and potential to go to the other extreme. For example, overindulging at work Christmas parties.

Explosive emotions - appearing to be unpredictable.



ON TARGET

As a leader, being calm in a stressful situation - providing certainty to the team.

Getting the team back on track, being the voice of reason in the room.

Exercising self-discipline.

Cool thinking in crisis - return focus to issue at hand.

Social Intelligence



OVERUSE (impact felt by others - externally)

Don't deal with issues at the appropriate time, such as giving feedback or dealing with annoyances that later become a point of frustration.

Over-analyzing can lead to making assumptions - jumping to conclusion without confirmation.

To others they might appear to be probing in areas where it is not welcomed.



UNDERUSE (impact felt by self - internally)

Misplaced equality. Selfishness.

Feeling tired, bored, resistant, uninterested, or overly self-involved.



ON TARGET

Read the room and tap into the motivations and feelings of others. Flexible in shifting responses to meet the situation.

Good team members. Empathetic listeners.

Cross-functional relationship builder. Good in client/customer facing work/roles.

Are good at managing up and across.

Spirituality



OVERUSE (impact felt by others - externally)

Broken record on certain issues or actions in an organization.

Always checking to see if something is right or wrong. This can be seen as lack of autonomy, fear, avoiding risk, or making a mistake, which can inhibit their career growth.



UNDERUSE (impact felt by self - internally)

Lack of integrity.

Inability to see the purpose of what they are doing, which leads to disengagement.

Allowing things to happen that shouldn't - being too permissible.



ON TARGET

In a business context, they remind teams and individuals about the company's purpose, mission.

They're the ones that remind us of our customers.

They remind us that we are all on the same team and tend to cross artificial boundaries.

Have a sense of making sure their team members are being taken care of and go beyond just the immediate team.

Avoid risky behavior and follow the rules. High degree of integrity - the whistle blowers.

Teamwork



OVERUSE (impact felt by others - externally)

Always checking in with others can make you appear to be indecisive.

Potential to lose sight of your own values and contributions or dependence on others to get things done. Perception of lack of ownership.

Can lead to groupthink - seem like you are deferring to others. For example, "Well, others say we should..."



UNDERUSE (impact felt by self - internally)

Lone-wolfing it, letting others do the work because they may not feel confident - "I'm used to talking to others about this project." Talking about the work is how they process.

If they feel like they are the only one getting the glory, they may feel selfish. This can be demotivating - taking away the fun part of the job.



ON TARGET

Dedicated to the group's success.

They pull their own weight and have a high sense of satisfaction. Reliable.

Confident that when everyone contributes, the group will be successful.

Spock mentality - "The needs of the many outweigh the needs of the few or the one."

Zest



OVERUSE (impact felt by others - externally)

Blind optimism.

Can come across as overbearing.

Appears disingenuous, fake, out of context.



UNDERUSE (impact felt by self - internally)

Feeling deflated, lack of energy, bored, depleted.



ON TARGET

Short term optimism and energy to see through an otherwise onerous task.

Morale officer of the company - helps build bonds, welcome new hires, onboard, greet new clients.

The person who gets you past the immediate hump - provides the "can-do" attitude.