

# CHARACTER IS PLURAL:

BE WHO YOU NEEDED WHEN YOU WERE YOUNGER

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# DISCLOSURES

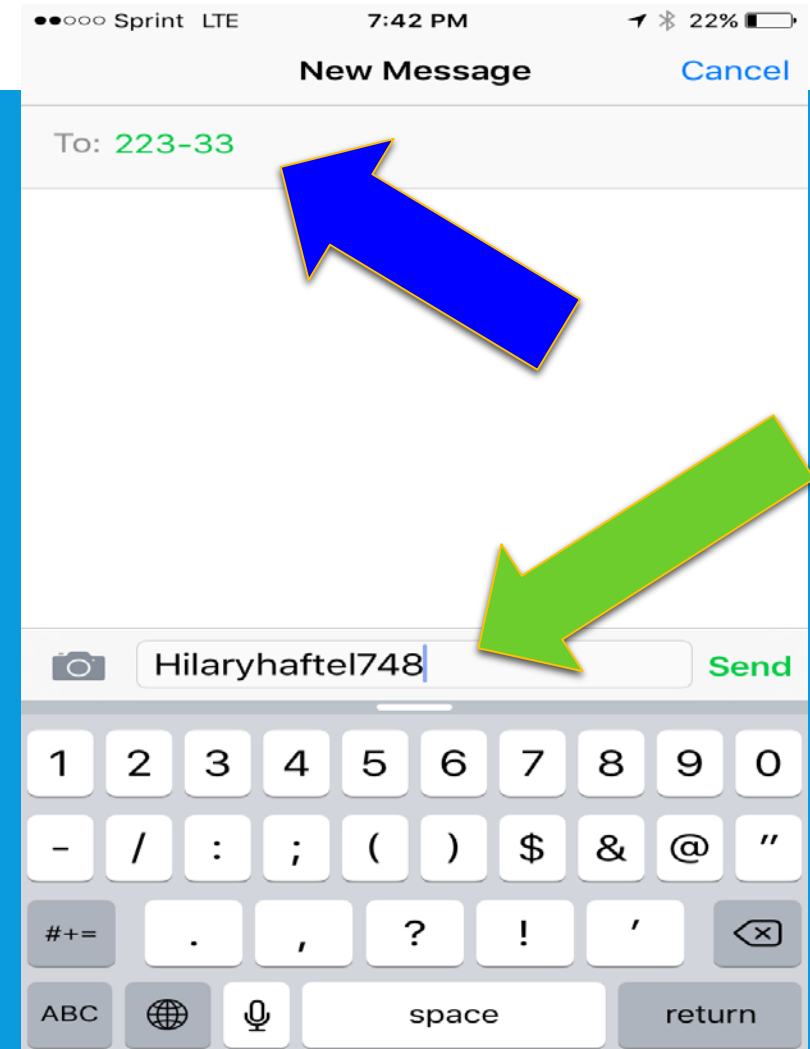
- I have no financial disclosures
- Charlottesville is for unity

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# WHAT IS CHARACTER?

“The stable and distinctive qualities built into an individual’s life which determine his or her response regardless of circumstances.”

*“Reputation is the shadow. Character is the tree.”*

Abraham Lincoln

# SIX ESSENTIAL TRAITS OF GOOD CHARACTER

1. Integrity
2. Honesty
3. Loyalty
4. Self-sacrifice
5. Accountability
6. Self-control

Jim Rohn - [Guide to Leadership](#)

# CHARACTER COUNTS!

1. Trustworthiness
2. Fairness
3. Respect
4. Caring
5. Responsibility
6. Citizenship

# CHARACTER IS PLURAL

- Coined by Drs. Chris Peterson and Martin Seligman in positive psychology
- Unique profile of strengths with varying highs & lows
- These strengths account for us being our best selves

Character Strengths and Virtues by C. Peterson & M. Seligman



# CHARACTER STRENGTHS

- An individual's character is the combination of that person's thoughts, feelings, and behaviors.
- Character – while often simplified as a euphemism for grit or integrity – is broad and complex.
- Across time and culture, Peterson & Seligman found 24 character strengths that are recognized and encouraged across cultures for the values they cultivate in people and society.

# VIA INSTITUTE ON CHARACTER

- <http://www.viacharacter.org>

# 24 CHARACTER STRENGTHS



**wisdom**

//creativity  
//curiosity  
//judgement  
//love of learning  
//perspective



**courage**

//bravery  
//persistence  
//honesty  
//zest



**humanity**

//love  
//kindness  
//social intelligence



**transcendence**

//appreciation  
of beauty  
//gratitude  
//hope  
//humour  
//spirituality



**justice**

//teamwork  
//fairness  
//leadership



**moderation**

//forgiveness  
//modesty  
//prudence  
//self-control

# WISDOM & COURAGE

## WISDOM



### CREATIVITY

Thinking of new ways to do things is a crucial part of who you are.



### CURIOSITY

You like exploration and discovery.



### JUDGMENT

You think things through and examine them from all sides.



### LOVE-OF-LEARNING

You have a passion for mastering new skills, topics, and bodies of knowledge.



### PERSPECTIVE

People who know you consider you wise.

## COURAGE



### BRAVERY

You do not shrink from threat, challenge, difficulty, or pain.



### HONESTY

You live your life in a genuine and authentic way.



### PERSEVERANCE

You work hard to finish what you start.



### ZEST

You approach everything you do with excitement and energy.

# HUMANITY AND JUSTICE

## HUMANITY



### KINDNESS

You are kind and generous to others.



### LOVE

You value close relations with others.



### SOCIAL INTELLIGENCE

You know how to fit in to different social situations.

## JUSTICE



### FAIRNESS

One of your abiding principles is to treat all people fairly.



### LEADERSHIP

You excel at encouraging a group to get things done.



### TEAMWORK

You excel as a member of a group.

# TEMPERANCE & TRANSCENDENCE

## TEMPERANCE



### **FORGIVENESS**

You forgive those who have done you wrong.



### **HUMILITY**

You do not seek the spotlight and others recognize and value your modesty.



### **PRUDENCE**

You are a careful person.



### **SELF REGULATION**

You are a disciplined person.

## TRANSCENDENCE



### **APPREC. OF BEAUTY**

You notice and appreciate beauty and excellence in all domains of life.



### **GRATITUDE**

You are aware of good things that happen and don't take them for granted.



### **HOPE**

You expect the best in the future, and you work to achieve it.



### **HUMOR**

Bringing smiles to others people is important to you.



### **SPIRITUALITY**

Your beliefs shape your actions and are a source of comfort to you.

# CHARACTER STRENGTHS

1. Character is plural.
2. Character strengths are stable but can and do change.
3. Character strengths are elemental.
4. Character strengths are expressed in degrees.
5. Character strengths can be developed.
6. Character strengths are interdependent.
7. Character strengths can be overused, misused and underused.
8. Character strengths have important consequences.
9. Character strengths are universal.

# SHIFTING GEARS





# DEFINING MOMENTS

- At these times, we are caught in a conflict between right and right. And no matter which option we choose, we feel like we've come up short.
- "Managers respond to these situations in a variety of ways: some impulsively "go with their gut"; others talk it over with their friends, colleagues, or families; still others think back to what a mentor would do in similar circumstances. In every case, regardless of what path is chosen, these decisions taken cumulatively over many years form the **very basis of an individual's character**. For that reason, I call them *defining moments*."
- **Defining moments force us to find a balance between our hearts in all their idealism and our jobs in all their messy reality.**

# EVERY INTERACTION MATTERS

- Every interaction matters
- Leadership is a relationship
- Relationships & leadership are inherently complex because they are based on the interaction of individuals.
  - Complicated = something is reducible and recombine-able
  - Complexity = the interaction of ingredients and cannot be taken apart to reproduce the original components.
  - A car is complicated; cookies are complex.

# YOUR STRENGTHS & RELATIONSHIPS

- Think of your strengths
- Remember when you were younger
  - As a young child
  - As a high school student
  - As a college student
  - As a medical student
  - As a resident or fellow
  - Last week

# WHO DID YOU NEED WHEN YOU WERE YOUNGER?

- Someone to believe in, mentor, guide you
- Someone to teach, coach, advise you
- Someone to inspire you or maybe someone to kick you in the b---

# CHARACTER → DEFINING MOMENTS → APPD

- Character strengths are unique for each person
- Defining moments for Program Directors
  - Balancing educational idealism vs. messy reality
- Combining your character strengths, the strengths of others, educational idealism and the messy reality

# WHEN I JOINED APPD, I MADE A LOT OF FRIENDS AND GAINED A LOT OF MENTORS!

- Before I went to my first APPD meeting, my PD & mentor said,

“You will never meet a nicer group of people.” -  
Richard W. Kesler, MD



# MY FIRST APPD MEETING

- At my first APPD meeting, Ken Roberts and Harvey Aiges showed up looking like this:



# I MET MANY COLLEAGUES, MENTORS, RESEARCH PARTNERS, FRIENDS

- I joined a task force and worked with some great folks
  - John Co & Jerry Rushton
- I did a workshop with someone who was introduced to me by saying, "I think you two will really like each other."
  - Anne Burke & Stephanie Dewar
- I get to see some of my former residents become program directors
  - Lauren Helms & Kelly Brown





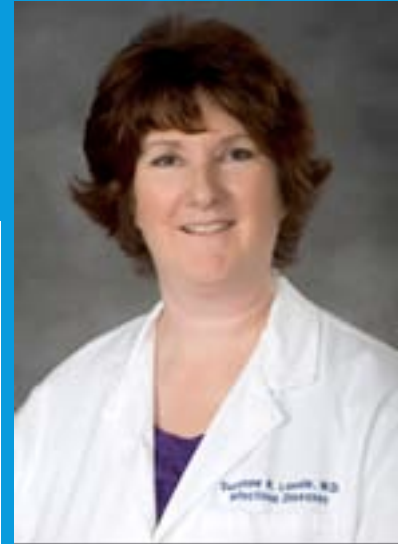
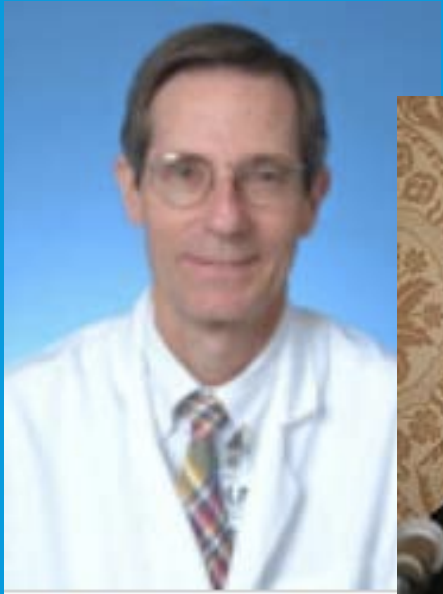
# MORE GREAT PEOPLE

- I became a chair of a task force & met new research colleagues who became friends
  - Hilary Haftel and Patty Hicks
- I got to meet these amazing folks from Degnon that run APPD
  - Kathy Haynes Johnson, Rosemary Haynes, Laura Degnon, Daglyn Carr
- I convinced others to become the chair of a task force and I think they still like me!
  - Heather McPhillips and Su-Ting Li



# SOME OF MY REGIONAL PEEPS

- I got to meet the other program directors in my region
  - Harvey Hamrick, Sue Bostwick, Marc Majure, Betty Staples, Suzanne Woods, Kenya McNeal-Trice, Suzanne LaVoie, Mike Southgate & on



# APPD LEAD - THE GIFT OF OPPORTUNITY

## Leadership in Educational Academic Development

Sue Bostwick, Hilary Haftel, Su-ting Li, Grace Caputo  
Franklin Trimm, John Frohna



Richard Shugerman, Su-Ting Li, Rebecca Swan,  
Bob Vinci, Hilary Haftel, Marsha Anderson







# WELCOME

- You have multiple character strengths
- Someone younger back home needs help from someone with your character strengths
- Between the two, three, six or 500 of us, you will be the person you needed when you were younger and there is someone here that needs that person too!

# RESOURCES

- Martin Seligman – [Character Virtues](#)
- Carol Dweck – [Mindset: The New Psychology of Success](#)
- Angela Duckworth - [Grit](#)
- Tiffany Shlain - The Making of a Mensch (short film)