Values-Based Leadership
Why does it matter?
Managers are the ethics teachers of their organizations. This is true whether they are saints or sinners, whether they intend to teach ethics or not. It simply comes with the territory.

Joseph Badaracco, Jr.
The Heart of the Public Sector

- The Public Sector is structured to model the way for the Private Sector

- Civil Service
- Contracting
- Provider of Last Resort
Objectives

- Understand the:

  - Relationship between values and leadership
  - Factors that affect the development of values
  - The role of personal mission in your work
  - Three domains of judgment and their impact on leadership
The role is to create followers
The task is bring about change
The responsibility is to do it well
The source of power is trust
The Role

The Art of mobilizing others to struggle for shared aspirations

Kouzes and Pouzes
The Leadership Challenge
The Task

Bring about constructive and necessary change
The Responsibility

Bring about change in a way that is responsive to the true and long term needs of all constituents
The Power

The greatest source of power
Available to a leader is the trust
That derives from
Faithfully serving others
The Values Exercise

- The words on the list represent values. If you do not find your values on the list, add them.
  - Reduce your list to ten.
  - Reduce your list to five.
  - Reduce your list to two.
The Values Exercise

I am going to list some words, if it is in your top two core values, please stand and remain standing.
The Values Exercise

- Love
- Spirituality
- Integrity
- Wisdom
- Peace
- Justice
- Friendship
The Values Exercise

- What does this say about us as human beings?
Values are “Qualities of Character”
Values are...

- The qualities that provide the moral and psychological foundation to make judgments and to act upon them
How do we develop our values?
Factors that affect values include:

Culture
Personality
Gender
Ethnicity
Generational Differences
INDIVIDUAL DIFFERENCES FRAMEWORK

**Heredity**
- Genes
- Race/Ethnicity
- Gender

**Environment**
- Culture & education
- Parental Influence
- Physical Environment

**INDIVIDUAL CHARACTERISTICS**

- **Personality**
- **Abilities & Skills**
- **Values**

**Leadership Style and Behaviors**
Ethics is a code of values which guides our choices and actions and determines the purpose and course of our lives

Ann Rand
Ethical Standards

Guide Decisions

Focus Behavior for Right or Wrong Action
Your personal Mission

- Why does it matter that you have one?
The Foundations of Personal Literacy

- Self-Awareness: Understanding yourself
- Self-Development: Renewing yourself
- Self-Esteem: Valuing yourself
Personal Literacy Requires

- Aggressive Insight
- Confident Humility
- Authentic Flexibility
- Reflective Decisiveness
- Realistic Optimism
Personal Literacy Requires

- **Aggressive Insight**
  - Initiate Change within ourselves
  - Know your habits, strengths and shortcomings
  - Know what excites and inspires you
  - Honor others approaches
Personal Literacy Requires

- Confident Humility
  - Being comfortable with who you are
  - Knowing what you can and can not do
  - Having a healthy ego without feeling self-important
Personal Literacy Requires

Authenticated Flexibility

– Have a teachable point of view
– Be authentic and flexible
Personal Literacy Requires

- Reflective Decisiveness
  - Balancing thought and action
  - Think carefully and talk through concerns
  - Form judgments quickly and direct and to the point
Personal Literacy Requires

- Realistic Optimism
  - Direct
  - Imaginative
  - Balance between a desired future and a current reality
Top Five Personal Literacy Skills

- When asked to identify the two most important personal qualities for leadership, business executives said:
  - Leading by Example: 56%
  - Facing change and uncertainty with confidence: 45%
  - Being motivated by strongly held principles and beliefs: 38%
  - Knowing ones own strengths/shortcomings: 31%
  - Commitment to continuous learning: 30%
Personal Mission Statement

- Self Awareness and Self-Development begin with understanding your purpose and passion!
Passion is the motivation we feel when we discover our purpose. Passion helps us to accomplish our purpose.
Purpose is the deepest dimension within us. It resides deep inside each of us. It gives us a sense of direction—a way of life—and helps us to discover why we are here.
What is a mission statement?

- Three levels of consciousness

- Vision: How an organization or individual finds its fulfillment

- Mission: Declare the core business/purpose and inspire employees/self (resonate with their inner motivations)

- Values: A code of behavior that builds a culture that supports the vision and mission
Acting with Integrity

Integrity flows from the capacity to integrate different parts of oneself into a whole or completeness. Individuals achieve integrity when they make sense of their multiple obligations or roles in a manner that creates coherence or wholeness across the different aspects of their lives.

Pat Dobel
Public Integrity
Leaders must..

- To be responsible, you have to be self aware
- This means seeking out others opinions and acting on them
- Understanding your own values and how others perceive you
Leadership Requires Integrity of Two Forms

1. Being Honest, Ethical and Consistent Between Word and Deed

2. Having a Healthy Self-Confidence and Self-Esteem
You Have to Become Yourself

Warren Bennis
Personal Attributes for Ethical Action

Accept responsibility for your actions

Act with self-discipline

Reflect upon your actions and act upon the basis of reasoned reflection.

Deliberate with others to help find the right action.
The Paradox of Values

…Leaders must create a culture with strong strategic unity while at the same time fostering sufficient internal openness to encourage freedom of action and entrepreneurial initiative.

James O’Toole
Such Leadership is not a Technique

It is an attitude that is rooted in the moral value of respect for people.

To truly respect people requires a hardy enough spirit to seek their input be it good, bad or ugly!
...Leaders fail when they have an inappropriate relationship between themselves and their followers. Those who do not respect and trust their followers can not lead them...they always practice the art of inclusion.

James O’Toole
The Great Leader Knows…

- The interim influence strategies must be pragmatic
- May not move one always straight forward
- The long term view remains grounded in moral values
The Great Leader Knows

- Leadership is getting people to do things they otherwise ordinarily would not do.

- To do this requires trust.

- We trust those who model ethical behavior.
Values-Based Leadership
By James O’Toole

- At its core, values-based leadership is the creation of moral symmetry among those with competing values.