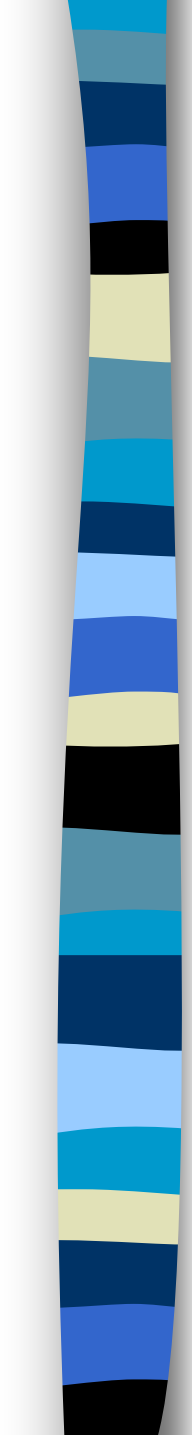




Values-Based Leadership

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



First Be A Leader

by James O'Toole

- 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 Posner
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.



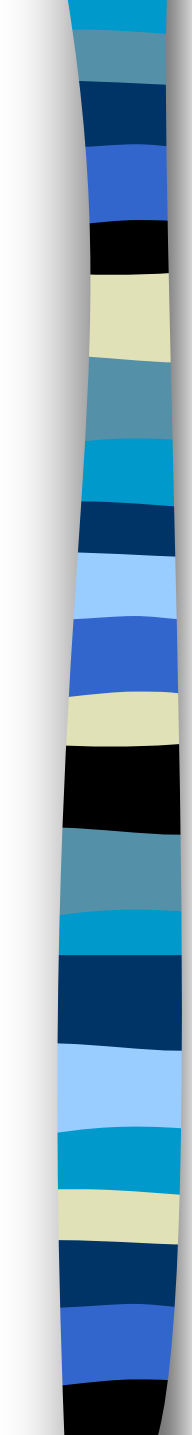
The Values Exercise

- Love
- Spirituality
- Integrity
- Wisdom
- Peace
- Justice
- Friendship



The Values Exercise

- What does this say about us as human beings?

A decorative vertical bar on the left side of the slide, composed of various colored segments including shades of blue, teal, yellow, and black.

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

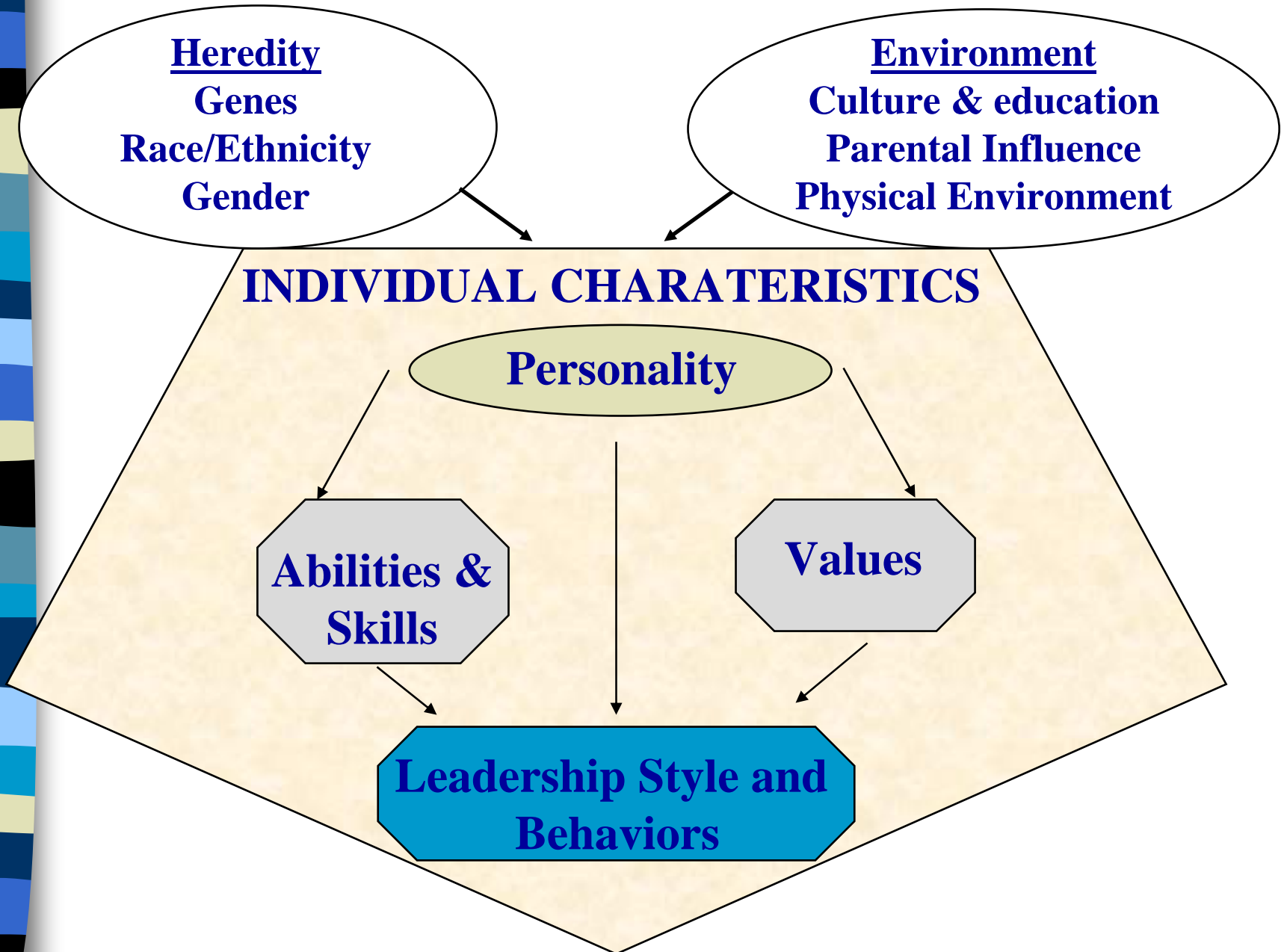
Personality

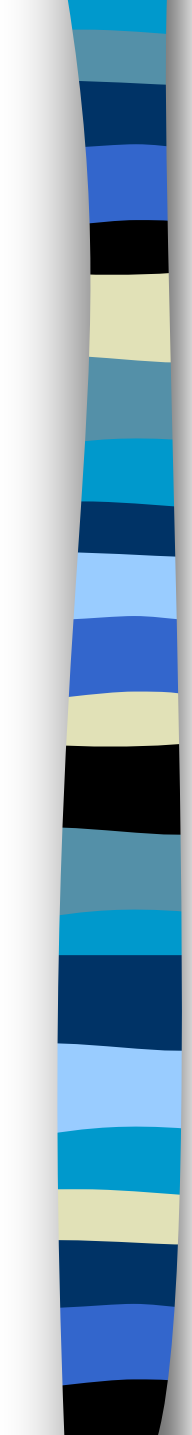
Gender

Ethnicity

Generational Differences

INDIVIDUAL DIFFERENCES FRAMEWORK





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

- Authentic 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



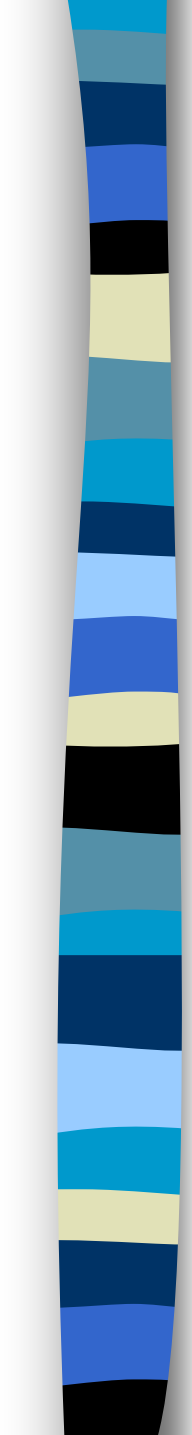
Top Five Personal Literacy Skills

- **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%

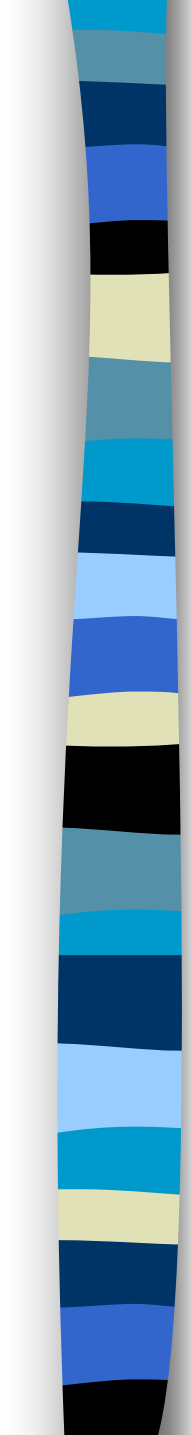


Personal Mission Statement

- 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.

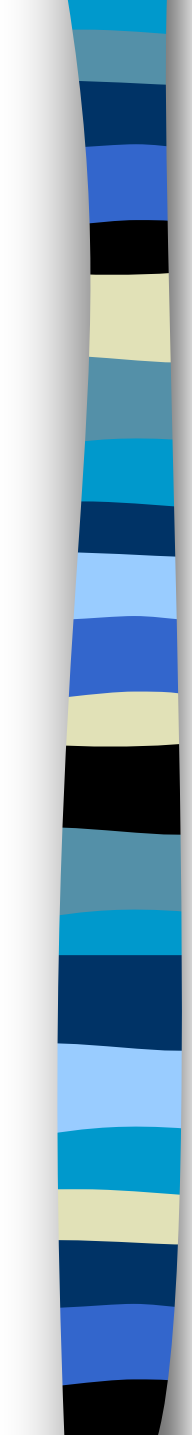
James O'Toole



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.