

Values Centered Leadership

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What Drives You?



What Are Values?

- Values create the lens through which we view the world. They are:
 - the principles and qualities that define our inner sense of who we are and what we stand for (influencing our attitudes, behaviors and outlook)
 - the drivers of our individual preferences as they relate to our decisions and actions

Values Identification

4

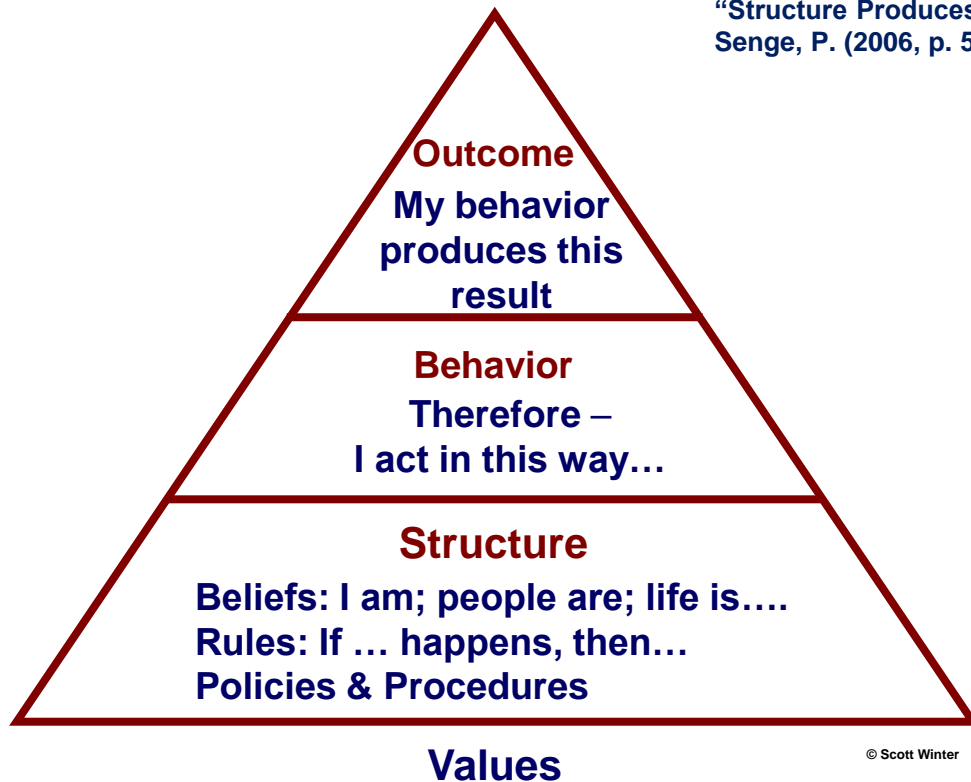
- » What are your values?
- » Where do your values come from?
- » Are they the same as those you care most about?
 - » Are they consistent with those of your family, friends, classmates, or co-workers?

Values Identification Activity

» Accountability	» Competency	» Growth	» Loyalty	» Security
» Authenticity	» Competition	» Happiness	» Love	» Self-Respect
» Achievement	» Contribution	» Health/ Fitness	» Meaningful Work	» Service
» Adventure	» Courage	» Honesty	» Openness	» Spirituality
» Authority	» Creativity	» Humor	» Optimism	» Stability
» Autonomy	» Curiosity	» Influence	» Peace	» Success
» Balance	» Discernment	» Inner Harmony	» Pleasure	» Suspicion
» Beauty	» Determination	» Integrity	» Poise	» Status
» Boldness	» Effectiveness	» Justice	» Popularity	» Teamwork
» Caution	» Fairness	» Kindness	» Recognition	» Trustworthy
» Competence	» Faith	» Knowledge	» Religion	» Wealth
» Compassion	» Fame	» Leadership	» Reputation	» Wisdom
» Challenge	» Family	» Learning	» Respect	» Any others?
» Citizenship	» Friendships		» Responsibility	
» Community	» Fun			

Structure Produces Behavior

“Structure Produces Behavior”
Senge, P. (2006, p. 53)

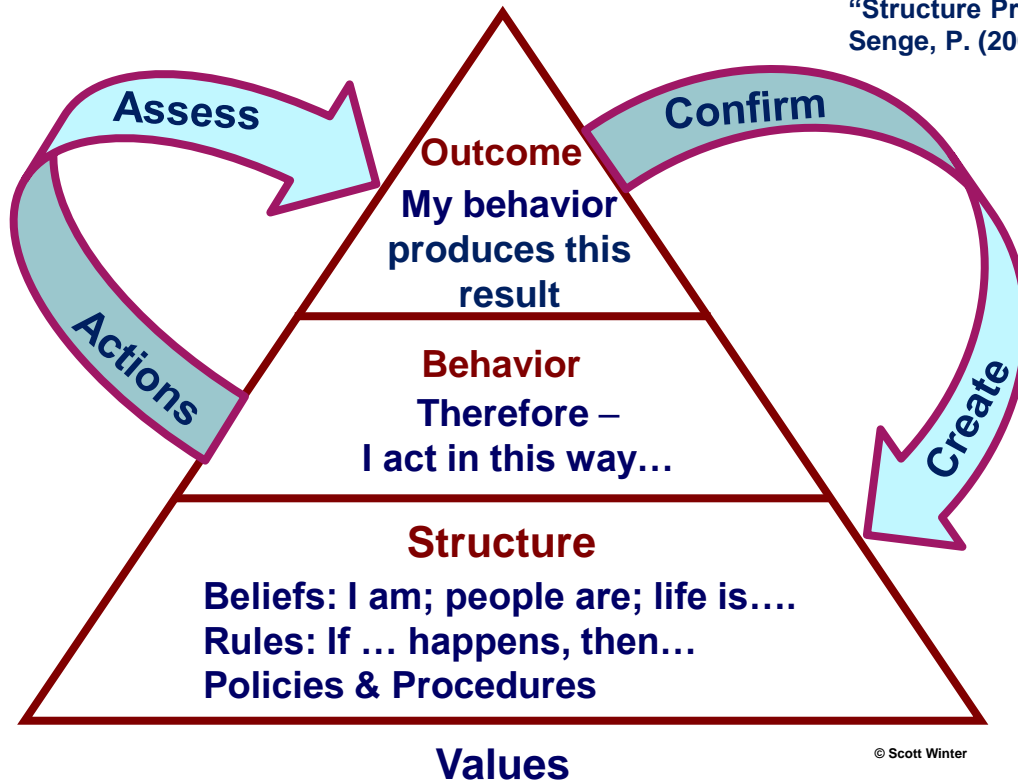


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Structure Produces Behavior

7

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Team Values

8

- » Where do team values come from?
- » The shared values of the team impacts collaboration, trust, and commitment
 - » It is incredibly important to determine where team members values are aligned and where misalignment is creating friction
 - » The more aligned a team is internally, the more effective it will be



Partner / Group Discussion

9

- » What are the top 3-5 shared values that are necessary for high performance within a team?
- » How do we ensure values alignment?



Forming – Storming – Norming – Performing

Tuckman, 1965; Tuckman & Jensen 1977

Organizational Values

10

- » **Integrity** – We do what is right
- » **Courage** – We challenge convention and embrace change
- » **Innovation** – We apply creative and agile thinking to generate solutions
- » **Collaboration** – We work together to meet our commitments and goals



Compassion for patients and excellence in science inspire our pursuit of new medicines



Organizational Values

11

- » Creating a culture of warmth and belonging, where everyone is welcome
- » Delivering our very best in all we do, holding ourselves accountable for results
- » Acting with courage, challenging the status quo and finding new ways to grow our company and each other
- » Being present, connecting with transparency, dignity and respect



**We are performance driven,
through the lens of humanity**



Promoting Organizational Values

12

- » Clarify meaning
- » Relate your own actions to the values
- » Interrogate actions, plans and policies that seem disconnected from the organization's stated values
- » Suggest values reflection and action activities



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Any questions?

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