**VALUES BASED LEADERSHIP**

**What?**

The Values Based Leadership exercise is a process designed to help you review, reflect upon, and share with others information pertaining to the development of your executive competencies and leadership style. You are the *subject* of this study, you are the *researcher*, who conducts the study, and you are the *primary recipient* of the benefits derived from the study. Others will also hear selected portions of your study---you will determine what they will hear and present it to them.

**Why?**

The process of self-reflection and assessment can produce information and ideas that are important in planning and setting goals for your development as a senior leader. The Values Based Leadership exercise provides you with a unique opportunity to:

* Reflect on the significant events (and people) in your life that have shaped you personally and professionally;
* Share many of your valued experiences (and what these experiences mean to you) with your team members in a confidential, supportive and safe environment;
* Clarify and explore with “new eyes” the importance and meaning of these experiences with the help of your teammates;
* Connect those significant events and people to your values and leadership;
* Listen to other successful senior leaders to learn about different leadership philosophies and the variety of career paths represented in your group; and
* Set goals for yourself while in PLA and for your continued development as a senior leader.

**How? When? & Where?**

* Using this document as a guide, prepare your input for presentation to your group.
* You will have 10 minutes to present your philosophy/values. This is not enough time to cover all of the material in this exercise. Therefore, be prepared to share some information from each section of the exercise. Select information to share based on what you think will allow your group to better understand you as a person and a leader.
* This is an opportunity to challenge and stretch yourself. It is a chance to look at your development as a person and a leader in ways you may not typically consider. Allow yourself to step out of your comfort zone and push yourself to look at all aspects of your development (“the good, the bad, and the ugly”) – stretch, but not beyond your ability to learn in this setting.
* Feel free to use flip charts, markers, or whatever materials you need to make this relevant.
* This exercise is your personal property---it will not be collected. In addition in order for you to feel free to discuss candidly your individual and organizational issues and concerns, your group will be asked to consider your presentation to be confidential.

**Section I: How did you get here?**

1. Some theories of value formation maintain that your family environment growing up, interactions with peers, and experiences in school and community have a significant impact on the formation of your basic values, skills, and styles. Describe those factors from your formative background that have had a significant impact on you as an adult.
2. A Critical Incidents Inventory from childhood on. What people, events, and situations have had the greatest influence on your development – particularly as a leader and executive? As you list the people, events, and situations, reflect on the reasons you chose them. How do these persons, events, and situations influence your current behavior?
3. Childhood (0-12 years)
4. Teenage years (13-18)
5. Young adulthood (19-29)
6. Adult years (30…)
7. Describe a time in your life when you felt or were treated as very “different” from others (e.g., due to your age, abilities, personality, sex, race, etc.). How did this sense of being different, or this experience of being treated differently, affect the development of your values? Skills? Hopes/plans for the future? What kind of impact does it have today?
8. Describe an important time in your life when you showed courage. What did you learn about yourself?
9. What was the earliest significant leadership position you held? What did you learn about leadership that has stayed with you?
10. What did you learn from significant career shifts or transitions during your work life? Who initiated them (you, the organization, others)? How do you feel about them now as you look back?
11. As you look back over your career, what jobs/positions did you especially enjoy? What jobs/positions did you not particularly enjoy? Why? Implications?

**Section II: Where are you now?\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

8. What are your beliefs and philosophy about family and home?

9. Briefly describe your leadership philosophy and values.

10. What are your strongest and weakest points as a leader?

* Leading Change?
* Leading People?
* Building Coalitions/Communication?
* Other areas?

1. What were your ambitions or long-range goals when you started your career? What were you looking for from your career choice (intrinsic and/or extrinsic rewards)? What ambitions or goals have you realized, exceeded, and/or changed? What are the implications for your future choices?

1. How “balanced” is your life among work, family, social, community, and self? How do you use your time? What changes, if any, would you want to make in your allocation of time to self, community, family, social interactions, and work? What, if anything, is keeping you from making the changes?

**Section III: Where are you headed?\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

1. Picture yourself in 3-5 years. What are you especially looking forward to? What are you not looking forward to? Why? Implications?
2. What legacy do you want to leave your organization? Your family?

**Section IV: A current situation in your organization**

1. What difficult or especially challenging leadership problem or situation do you currently face, or expect to face, in the near future? What do you think will guide you in your approach to this problem or situation?