

AGLP Leadership Development Curriculum

Aligning Values

4/5/2021

AGLP Leadership Development Curriculum

Curriculum Review & Aligning Values

4/5/2021

Leadership, Leadership Competencies & Emotional Intelligence

Leadership Practices

(Kouzes & Posner)

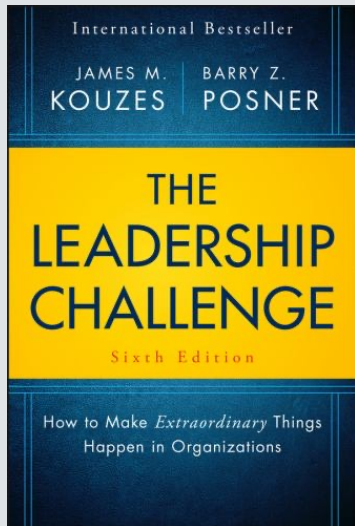
Leadership Competencies

Leading-Self & Leading-Others

(USCGA Leadership
Development)

Emotional Intelligence

(Mayer-Salovey-Caruso)



Five Practices of Exemplary Leadership® Model* (Kouzes & Posner)



*www.leadershipchallenge.com

Leadership Competencies

(USCGA Leadership Development Model)

Leading-Self Competencies	Leading-Others Competencies
Accountability & Responsibility	Effective Communications
Aligning Values	Team Building
Followership	Influencing Others
Health & Well Being	Mentoring
Self-Awareness & Learning	Respect for Others & Diversity Management
Personal Learning	Taking Care of People
Technical Proficiency	

Emotional Intelligence

(Mayer-Salovey-Caruso Model)

Emotional Intelligence Skills

EI Overview

Perceiving Emotions

Using Emotions to Facilitate Thought

Understanding Emotions

Managing Emotions

The Emotional Intelligence Blueprint

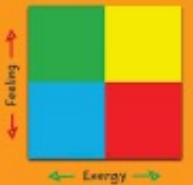
The
**Emotionally
Intelligent
Manager**

HOW TO DEVELOP AND USE
THE FOUR KEY EMOTIONAL
SKILLS OF LEADERSHIP

David R. Caruso PhD
Peter Salovey



A LEADER'S GUIDE
TO SOLVING CHALLENGES WITH
**EMOTIONAL
INTELLIGENCE**



David R. Caruso PhD
Lisa T. Rees ACC, MPA

Leverage the power of emotions with
EMOTIONAL INTELLIGENCE BLUEPRINTS

AGLP Leadership Development Sequence

“We do not learn from experience. We learn from reflecting on experience.”

- John Dewey

Leading-Self Competency: Accountability & Responsibility

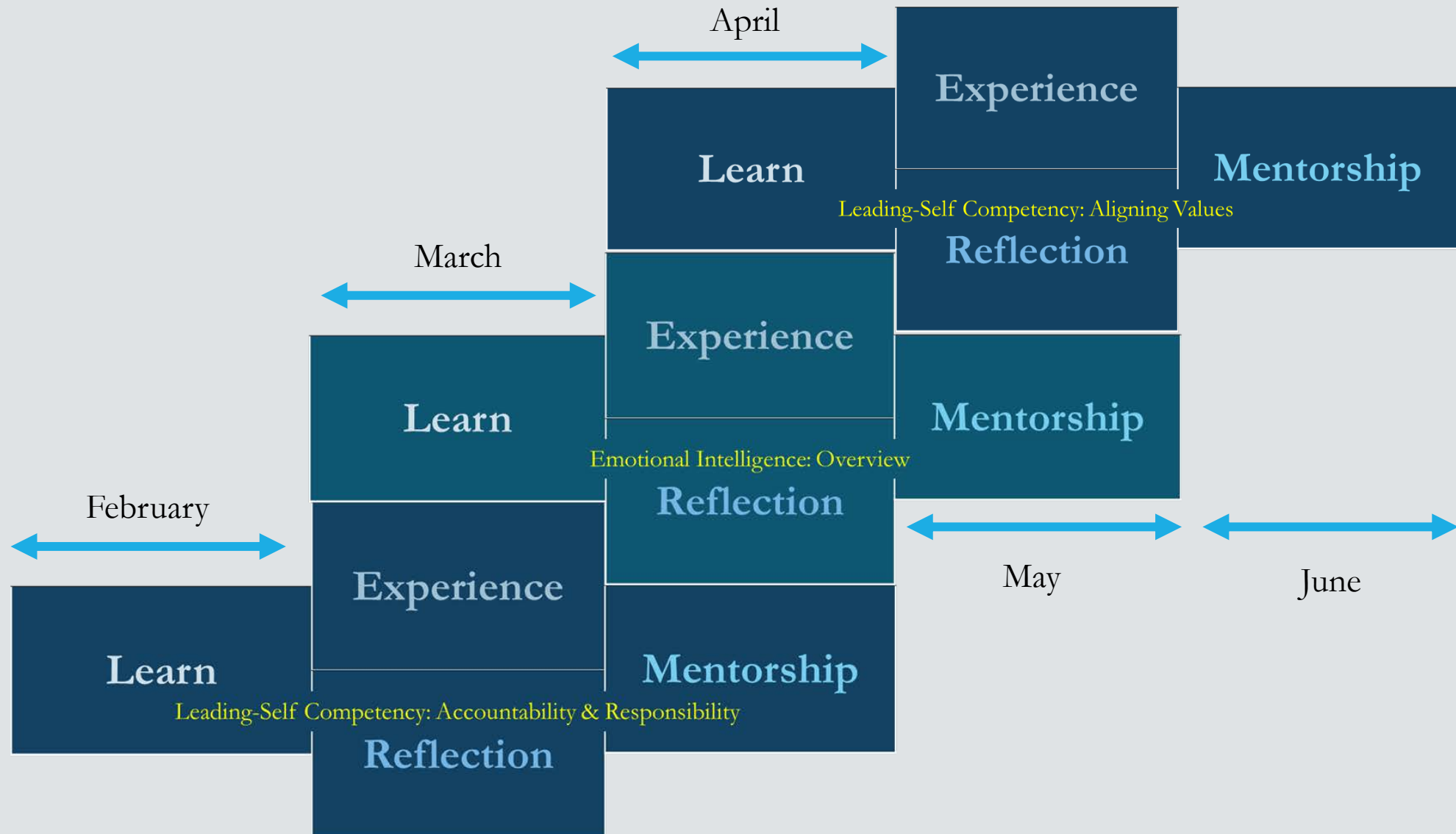


February: Seminar
& (self-paced)
Reference Review

March: “Practicum”
(completed in your life-environment)

April: “Post -
Practicum”
Session

AGLP Leadership Development Sequence



AGLP Leadership Development Curriculum

Curriculum Review Questions

4/5/2021

AGLP Leadership Development Curriculum

Curriculum Review & Aligning Values

4/5/2021

Aligning Values (part 1)

- **values:** what you or your organization believe in - why you get up in the morning
- aligning your values with organization/team values
- aligning actions with values

values (nouns)
accountability
ambition
competency
honesty
loyalty

Values & Attributes



- **values:** what you believe in
- values are demonstrated by behavior
- **attributes:** how others see, perceive & describe you
- **walk the talk**

Pete Souza | Credit: White House Photo

Values & Attributes

values (nouns)	attributes / characteristics (adjectives)
accountability	accountable
ambition	ambitious
competency	competent
honesty	honest
loyalty	loyal

values – actions – attributes

Personal & Organizational Values: Examples				
Achievement	Autonomy	Collaboration	Commitment	Compassion
Competition	Consistency Dependability	Courage	Creativity/Innovation	Credibility
Curiosity	Decisiveness	Dedication	Determination	Discipline
Diversity	Education	Effectiveness	Equity	Empathy
Faith	Fairness/Justice	Family	Fitness/Health	Flexibility
Harmony	Honesty/Integrity	Humor	Inclusiveness	Independence
Individualism	Initiative	Integrity	Intelligence	Kindness
Loyalty	Open-mindedness	Opportunity	Perfection	Perseverance
Positivity	Power	Respect	Responsibility	Service to Others
Simplicity	Sincerity	Spontaneity	Success	Teamwork
Truth/Trust	Understanding	Uniqueness	Wealth	Wisdom

Personal & Organizational Values: Examples

Achievement	Autonomy	Collaboration	Commitment	Compassion
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Truth/Trust	Sincerity	Uniqueness	Wealth	Wisdom
	Understanding			

What are your values?

How do you “voice” your values?

How do you demonstrate your

values?

Commitment* & Values: Kouzes & Posner

Managers were asked:

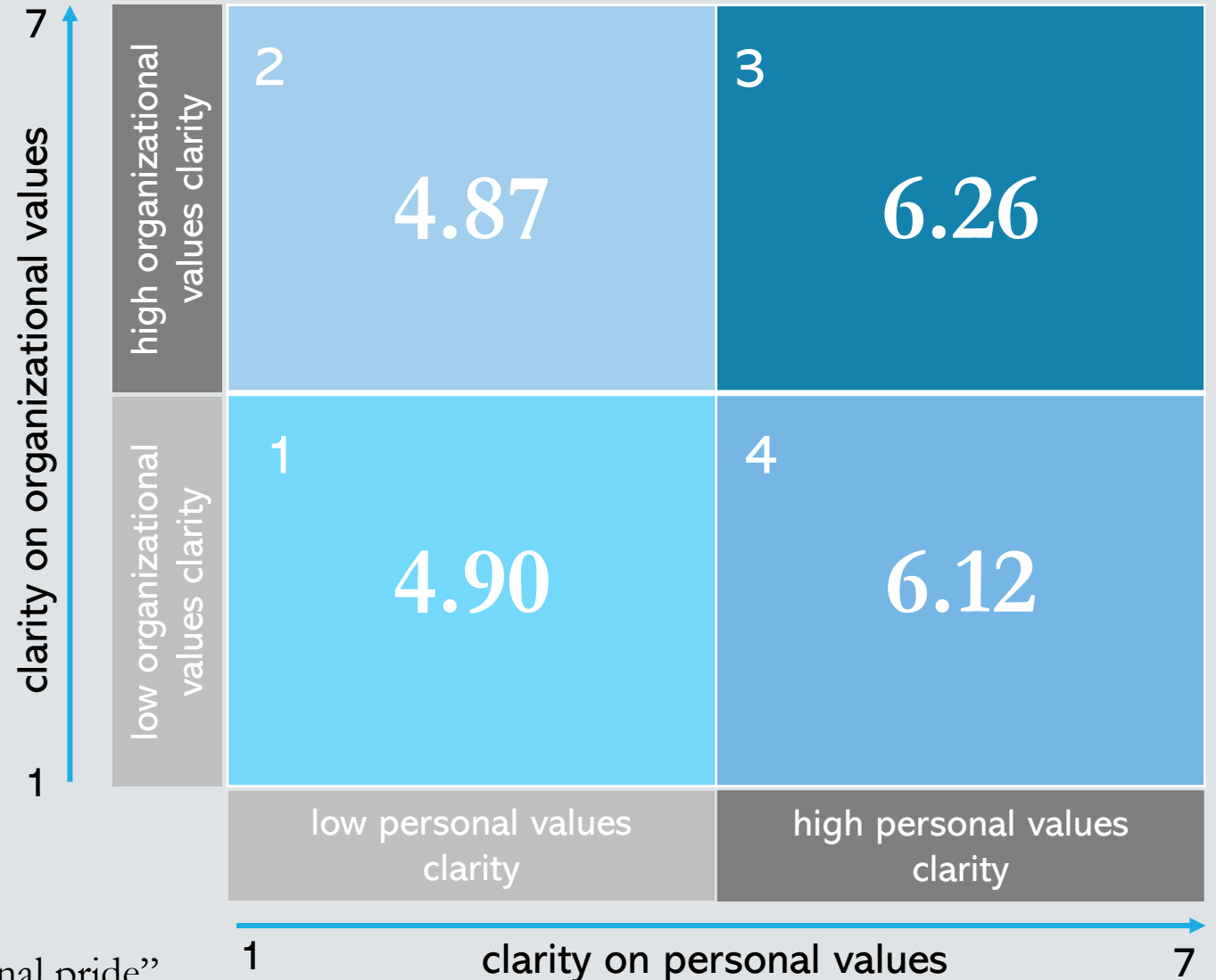
- commitment to organization (willingness to work hard for the organization)
- clarity of their personal values
- clarity of organizational values



* Similar results for “job satisfaction” and “organizational pride”

Commitment* & Values: Kouzes & Posner

Voice your **values** (as a person
& as an organization)

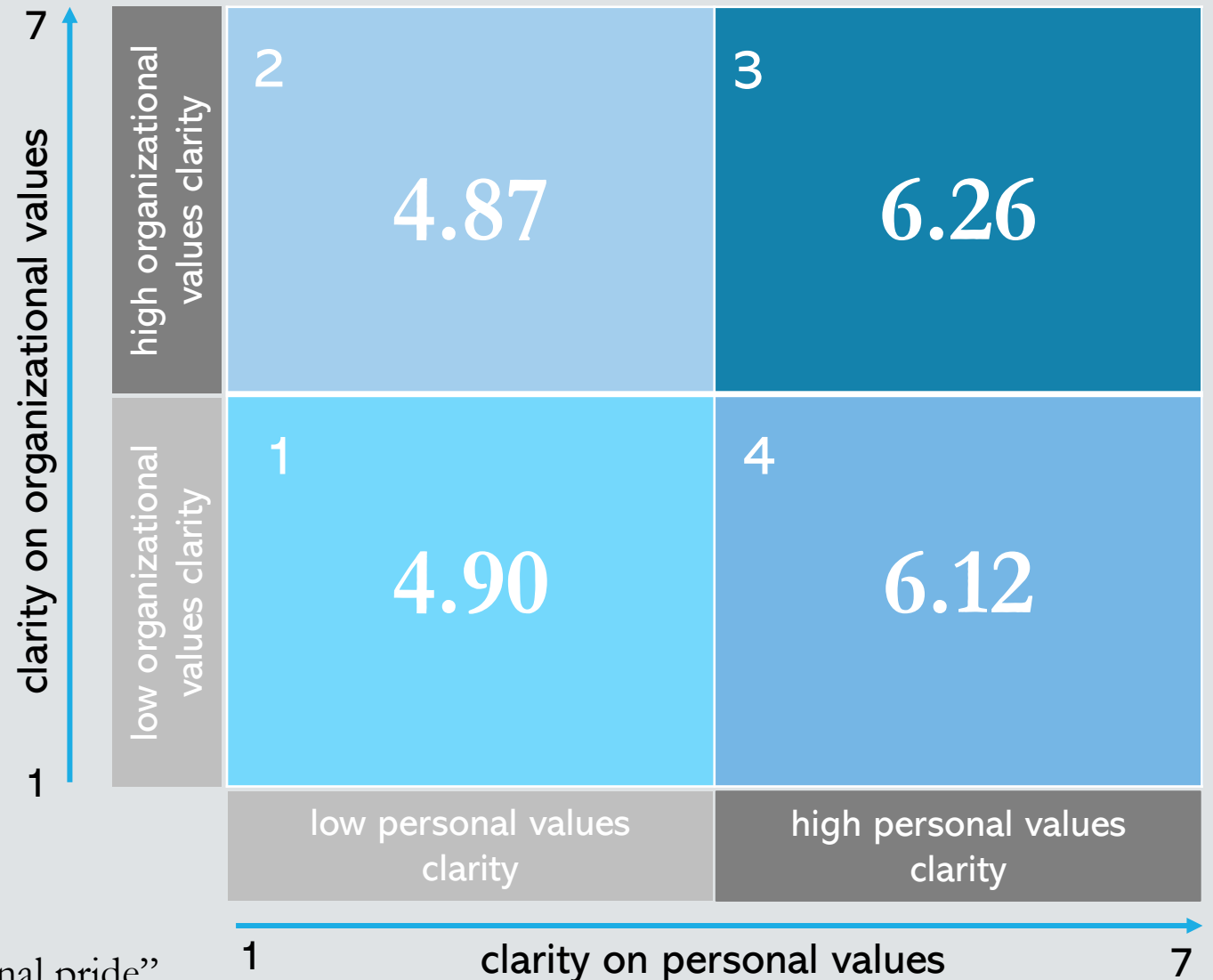


* Similar results for “job satisfaction” and “organizational pride”

Commitment* & Values: Kouzes & Posner

Voice your **values** (as a person
& as an organization)

- extrapolation: highest commitment when personal values are **aligned** with organizational values

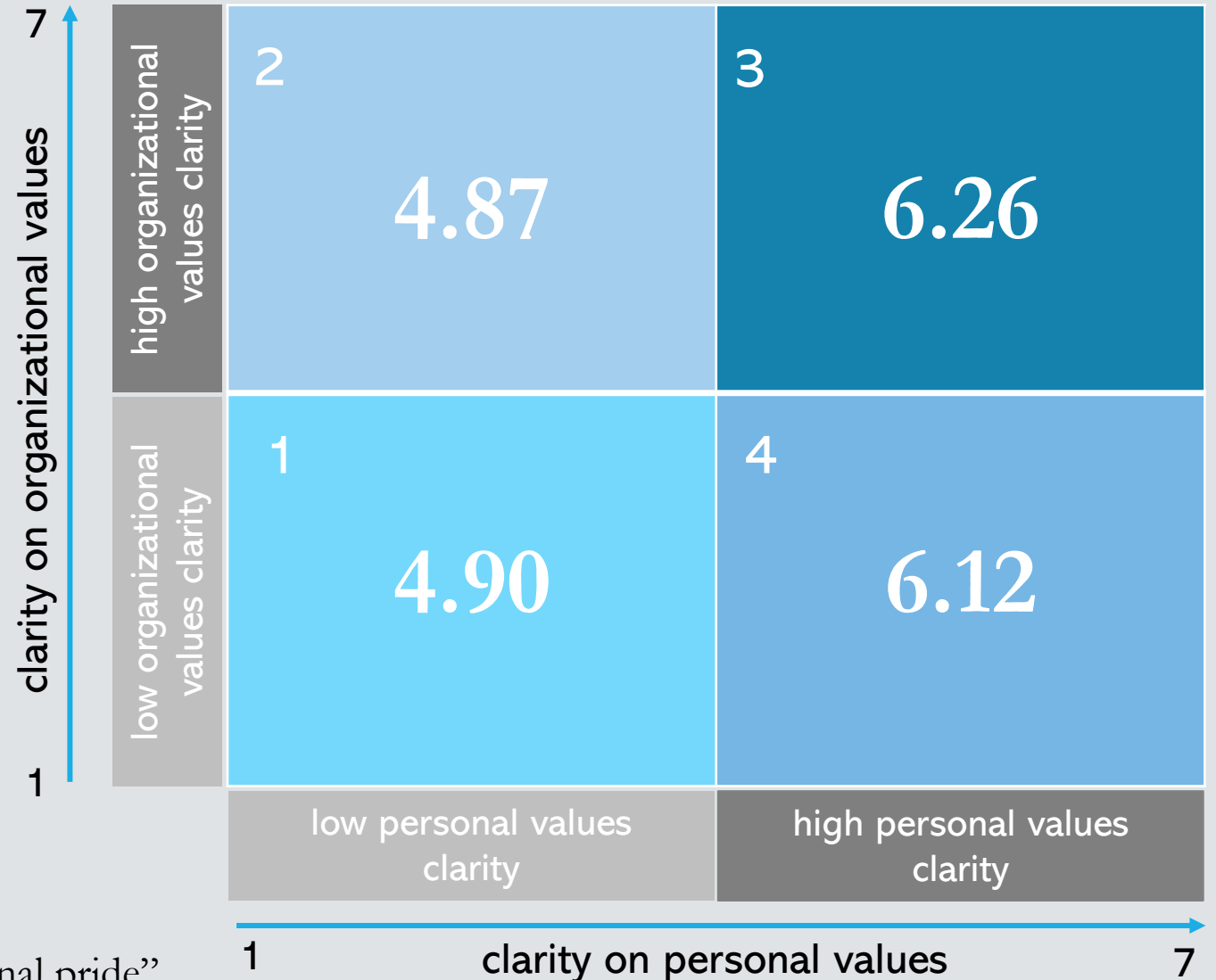


* Similar results for “job satisfaction” and “organizational pride”

Commitment* & Values: Kouzes & Posner

Voice your **values** (as a person
& as an organization)

- extrapolation: highest commitment when personal values are **aligned** with organizational values
- example: organizational DEI statements & personal values

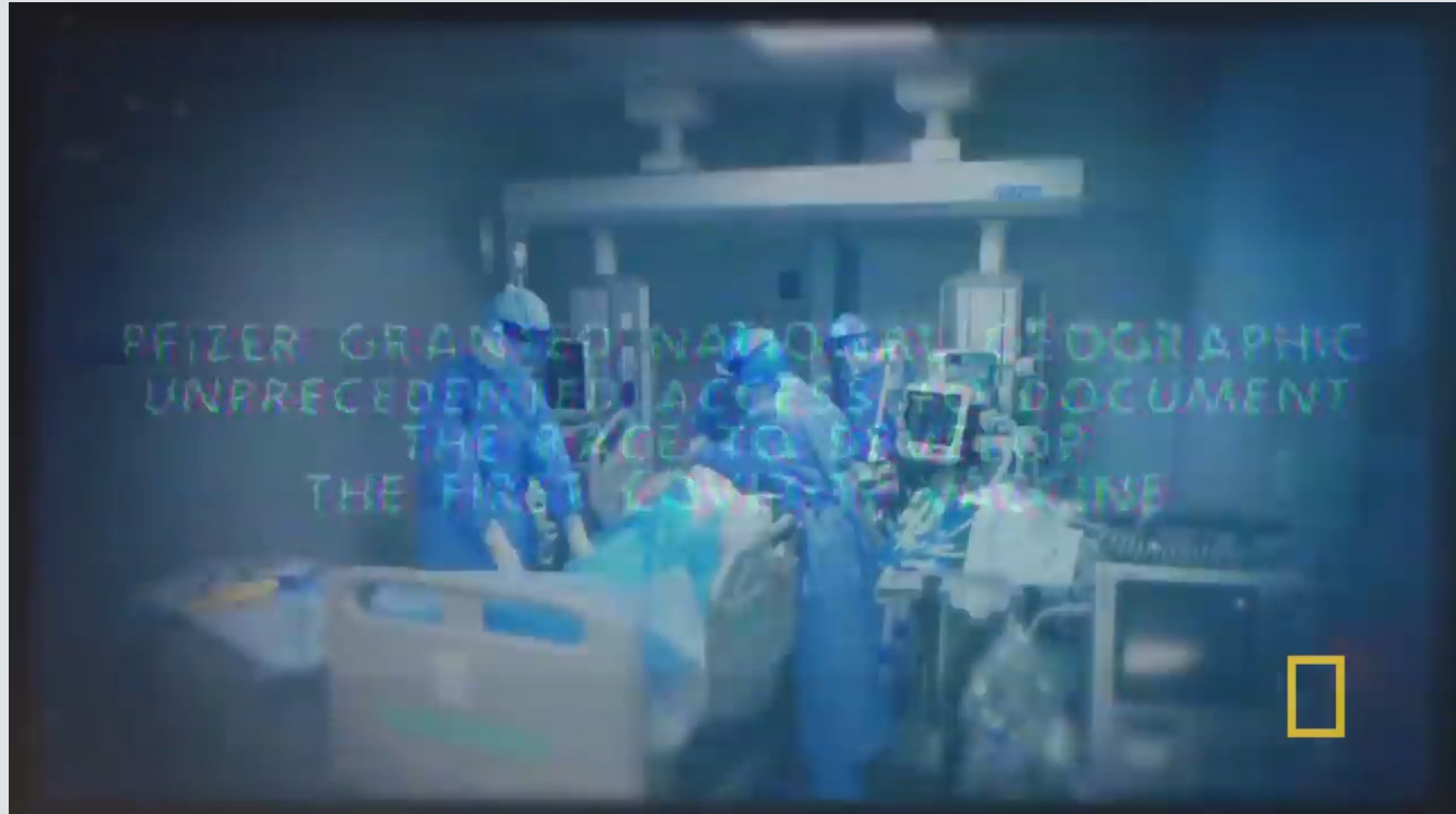


* Similar results for “job satisfaction” and “organizational pride”

Clarity on Values: Case Study 1-a



Clarity on Values: Case Study 1-a



Clarity on Values: Personal & Organizational

clarity on
personal
values?

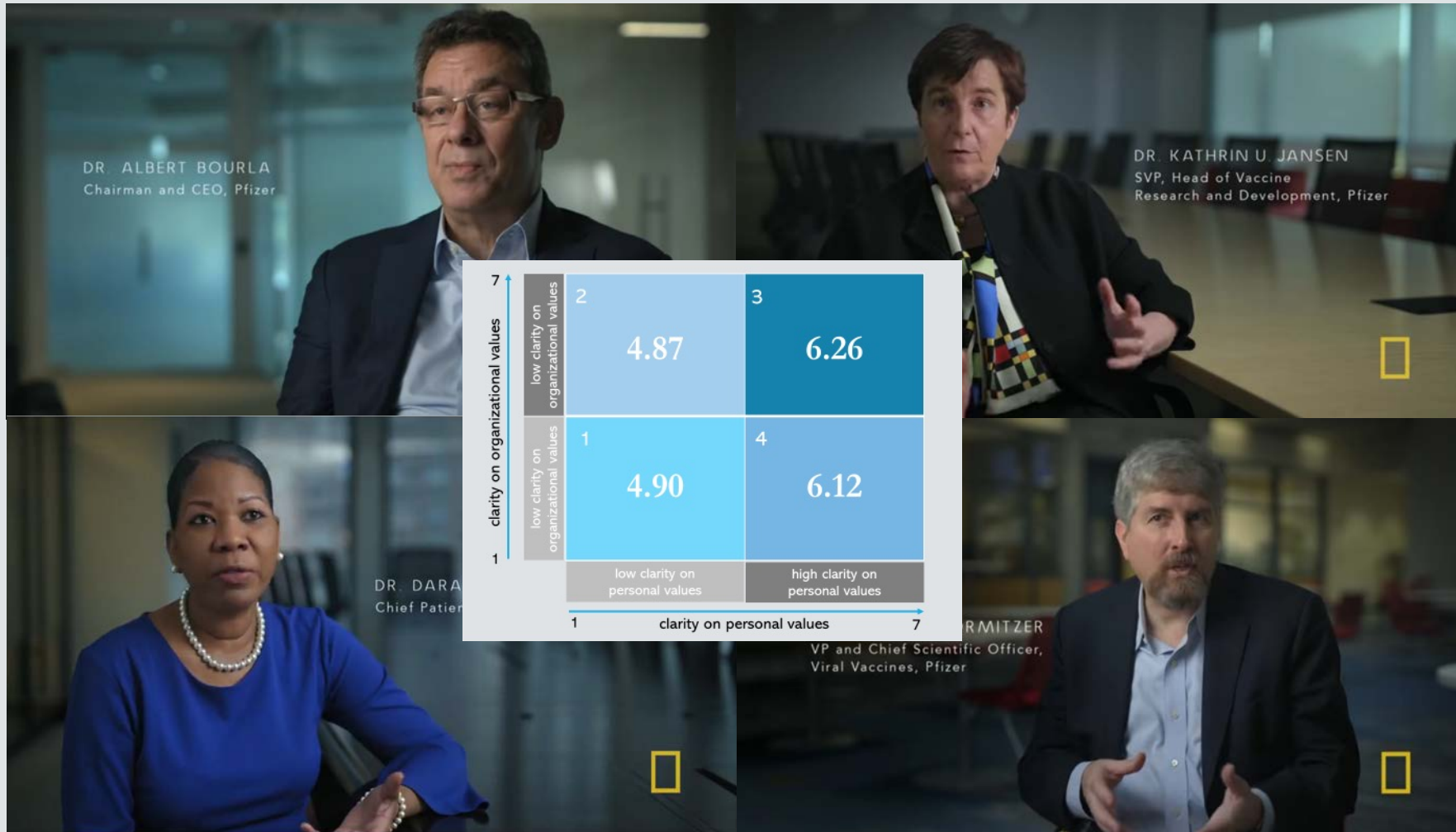


clarity on
organizational
values?



Clarity on Values: Personal & Organizational

clarity on
personal
values?



clarity on
organizational
values?

Values & Attributes/Characteristics: Case Study 1-b



Values & Attributes/Characteristics: Case Study 1-b



Values & Attributes/Characteristics: Dr. Dara Richardson Heron

values

- ?
- ?
- ?



attributes/
characteristics

- ?
- ?
- ?

Values & Attributes/Characteristics: Dr. Dara Richardson Heron

values

- truth
- accuracy
- science



attributes/ characteristics

- trustworthy
- accurate
- scientific

Values & Attributes/Characteristics: Dr. Dara Richardson Heron

values

- truth
- accuracy
- science



attributes/ characteristics

- trustworthy
- accurate
- scientific

actions

Aligning Values (part 2): Attributes

Ambitious	Caring
Broad-minded	Competent
Cooperative	Courageous
Determined	Dependable
Fair-minded	Forward-looking
Honest	Imaginative
Independent	Inspiring
Inspiring	Intelligent
Loyal	Mature
Straightforward	Supportive

Aligning Values (part 2): Attributes Case Study 2

Ambitious	Caring
Broad-minded	Competent
Cooperative	Courageous
Determined	Dependable
Fair-minded	Forward-looking
Honest	Imaginative
Independent	Inspiring
Inspiring	Intelligent
Loyal	Mature
Straightforward	Supportive

- identify a person you would *willingly* follow
- identify their 5 primary qualities
- if inclined, drop the 5 primary qualities into chat (but note the person's name)

Aligning Values (part 2): Attributes Case Study 2

Ambitious	Caring
Broad-minded	Competent
Cooperative	Courageous
Determined	Dependable
Fair-minded	Forward-looking
Honest	Imaginative
Independent	Inspiring
Inspiring	Intelligent
Loyal	Mature
Straightforward	Supportive

- Q: How do you **know** the person has these 5 qualities?
- A: _____

Aligning Values (Part 2): Attributes Case Study 2

Ambitious	Caring
Broad-minded	Competent
Cooperative	Courageous
Determined	Dependable
Fair-minded	Forward-looking
Honest	Imaginative
Independent	Inspiring
Inspiring	Intelligent
Loyal	Mature
Straightforward	Supportive

- Q: How do you **know** the person has these 5 qualities?
- A: You see these qualities (which can also be labeled as attributes or characteristics) embodied in their actions

Aligning Values with Actions

Ambitious	Caring
Broad-minded	Competent
Cooperative	Courageous
Determined	Dependable
Fair-minded	Forward-looking
Honest	Imaginative
Independent	Inspiring
Inspiring	Intelligent
Loyal	Mature
Straightforward	Supportive

- values are what you believe
- values are demonstrated by actions
- actions are described
(characterized/labeled) as qualities,
attributes, characteristics, ...
- **Align actions with values.**

Aligning Values with Actions

Ambitious	Caring
Broad-minded	Competent
Cooperative	Courageous
Determined	Dependable
Fair-minded	Forward-looking
Honest	Imaginative
Independent	Inspiring
Inspiring	Intelligent
Loyal	Mature
Straightforward	Supportive

Characteristics of Admired Leaders (Kouzes & Posner)*

“What do you look for in a person you would *willingly* follow?”

*Kouzes & Posner: *The Leadership Challenge*

Aligning Values with Actions

Ambitious	Caring
Broad-minded	Competent
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Honest	Imaginative
Independent	Inspiring
Intelligent	Loyal
Mature	Self-controlled
Straightforward	Supportive

Characteristics of Admired Leaders (Kouzes & Posner)*

“What do you look for in a person you would *willingly* follow?”

What results of most common characteristics?

*Kouzes & Posner: *The Leadership Challenge*

Aligning Values with Actions

Ambitious	Caring
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Characteristics of Admired Leaders (Kouzes & Posner)*

“What do you look for in a person you would *willingly* follow?”

top 4 selected by 60% of 1M+ people

*Kouzes & Posner: *The Leadership Challenge*

Aligning Values with Actions*



source credibility

credibility is the foundation of leadership

people want to follow a leader who is credible

“If you don’t believe the messenger, you won’t believe the message.”

*Kouzes & Posner: *The Leadership Challenge*

Aligning Values with Actions*



source credibility

Walk the talk.

Practice what you preach.

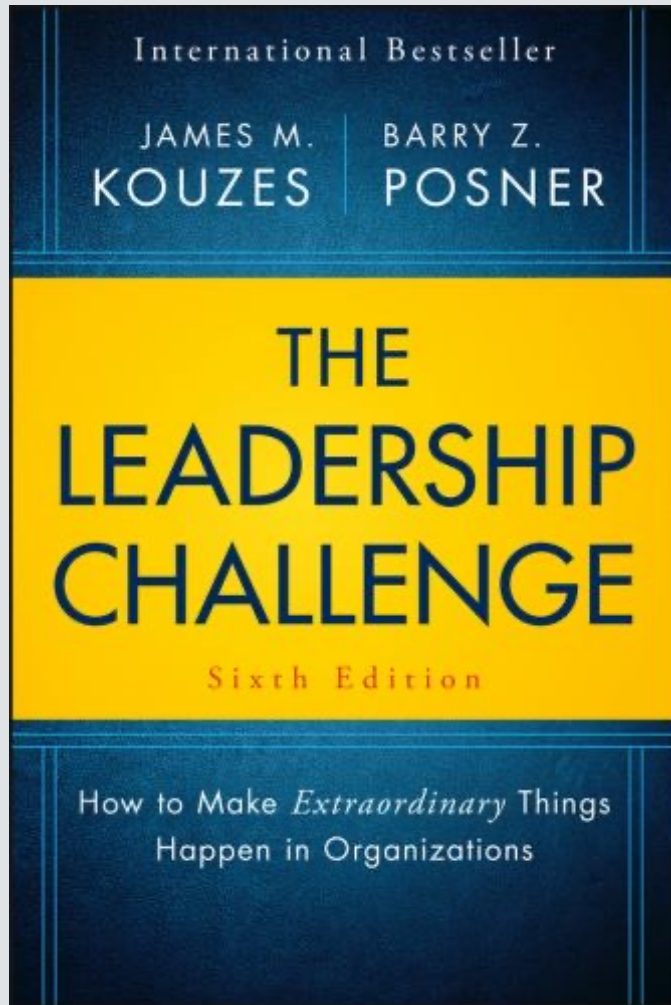
Put your money where your mouth is.

*“Do what you say you will do” DWYSYWD**

Preach the gospel at all times, and when necessary use words.

*Kouzes & Posner: *The Leadership Challenge*

Leadership Competencies & Leadership Practices



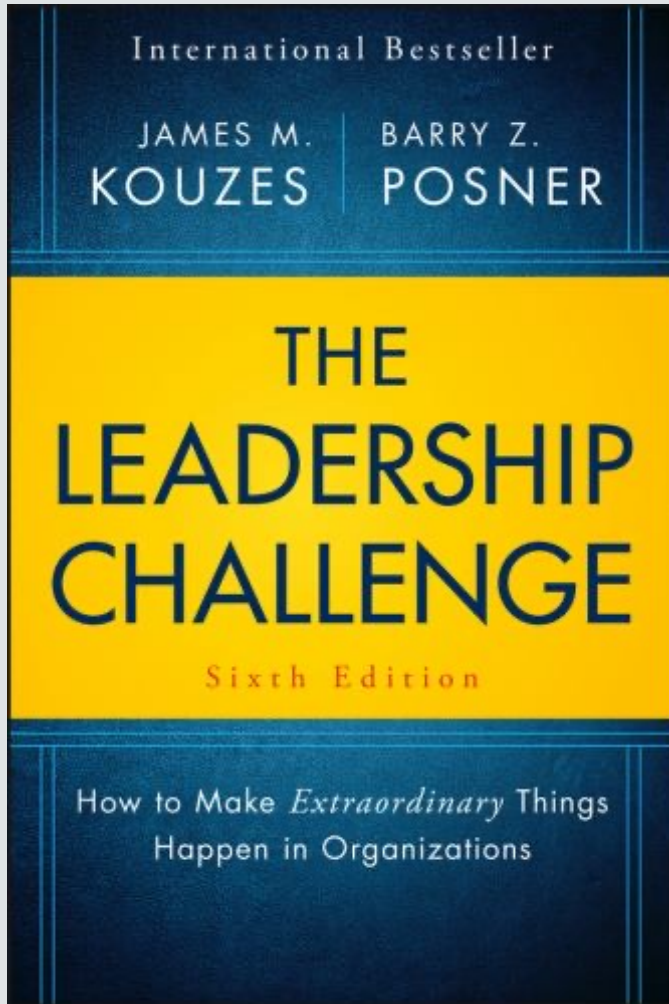
Five Practices of Exemplary Leadership



www.leadershipchallenge.com

Leadership Competency: Aligning Values

Leadership Practice #1: Model the Way



Leadership Practice: Model the behavior you expect of others

Leadership Commitments:

1. Clarify values by finding your voice & affirming shared values
2. Set the example by aligning actions with shared values

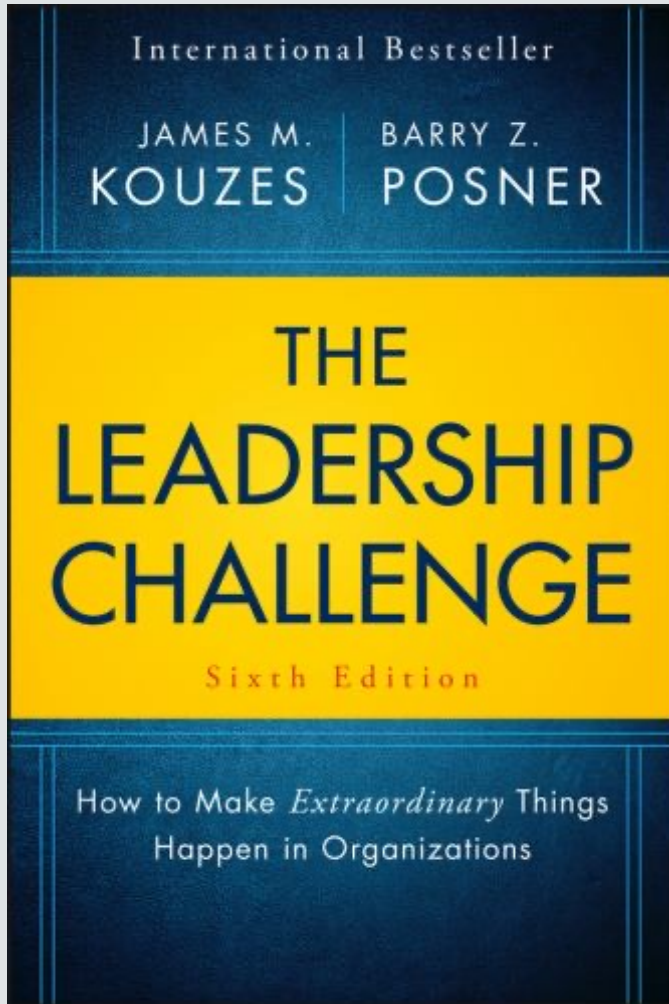
Do what you say you will do



www.leadershipchallenge.com

Leadership Competency: **Aligning Values**

Leadership Practice #1: Model the Way



Leadership Practice: Model the behavior you expect of others

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Do what you say you will do



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Aligning Values References

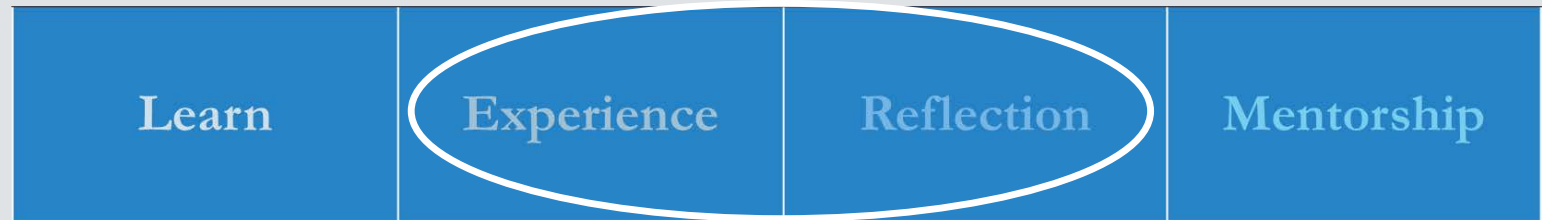
- “What Leaders Do and What Constituents Expect & Model the Way” – First two sections of J. Kouzes & B. Posner’s *The Leadership Challenge* ([available as a pdf download or as an on-line read via the Yale Library System on this link](#))
- “I Have a Dream” - Speech by Dr. Martin Luther King ([available as text and as an audio file in this NPR link](#))
- “Begin with Trust” – HBR article by X. Frei & A. Morriss ([available as text and as an audio file in this HBR link](#))
- Supplementary material: [A summary of the Leadership Challenge \(16-min\)](#); presentations by [Barry Posner \(32 min\)](#) & [James Kouzes \(55 min\)](#) [\(30 min\)](#) [\(65 min\)](#)

Next Steps

- Grace Calpus Mentoring:
A/R -APR 7



- EL & R – Emotion
Intelligence – all APR



- Review Aligning Values
References
- Preview Aligning Values
EL & R – APR 19



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Aligning Values Questions

AGLP Leadership Development Curriculum

Aligning Values

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