

AGLP Leadership Development Curriculum

Leading Self Competencies: Aligning Values

8/4/2025

AGLP Leadership Development Curriculum

Curriculum Overview & Aligning Values

8/4/2025

AGLP Components

Leadership Development	Professional Development	Internal Internships
guided curriculum along two threads: Leadership Competencies and Emotional Intelligence	individual training and guidance developed in partnership with each Fellow (including Professional Coaching)	embedded for 10 hrs/week for a semester in the office of a senior leader at Yale

AGLP Leadership Development Curriculum – Sequence*, **

Learn	Experience	Reflections	Mentorship
leadership and emotional intelligence theory will be presented in bi-monthly seminars, augmented with external reference material	scenarios within the context of SEAS graduate student life (in academic, research & social settings) to focus on the learning theory presented the prior month	personal & group reflections on the experiential learning scenarios will reinforce the presented leadership & emotional intelligence theory	guidance provided by external professional coaches (note: Mentorship is continual and not a subject of the monthly AGLP interactions)

* Based on the U.S. Coast Guard Academy's Leadership Development Program

** Additional L.E.A.D. Methods detailed in [Leadership is Everybody's Business](#)

Leadership, Leadership Competencies & Emotional Intelligence

Leadership Practices (Kouzes & Posner Model)

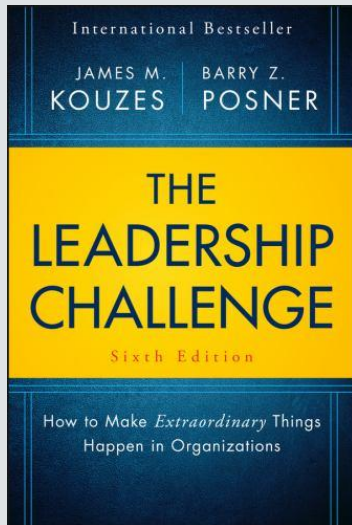
Leadership Competencies

(USCGA Leadership
Development Model)

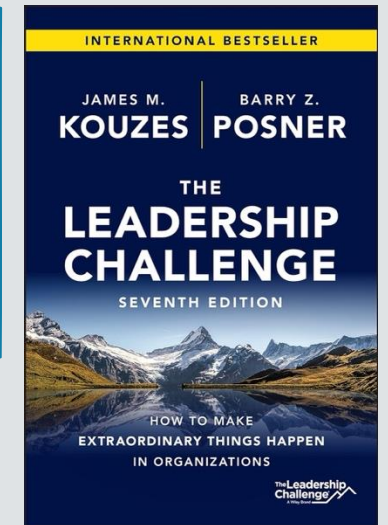
Emotional Intelligence

(Mayer-Salovey-Caruso Model &
Dan Goleman Model)

Overview: AGLP Leadership Development Framework



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



Model
the Way



Inspire a
Shared Vision



Challenge
the Process



Enable
Others to Act



Encourage
the Heart

*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 & Dan Goleman Model)

Emotional Intelligence Skills

Perceiving Emotions

Using Emotions to Facilitate Thought

Understanding Emotion

Managing Emotions

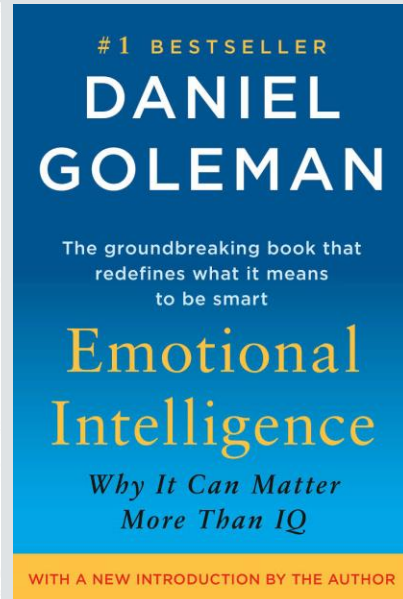
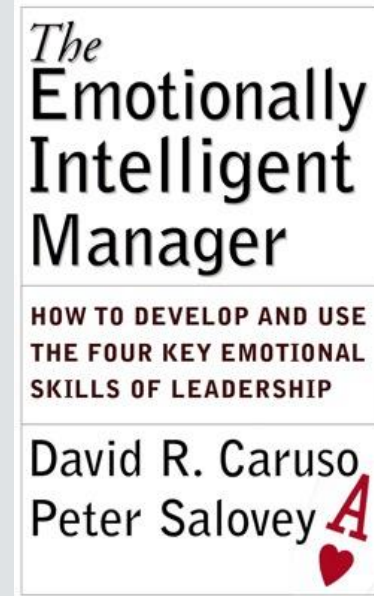
Emotional Intelligence Competencies

Self Awareness

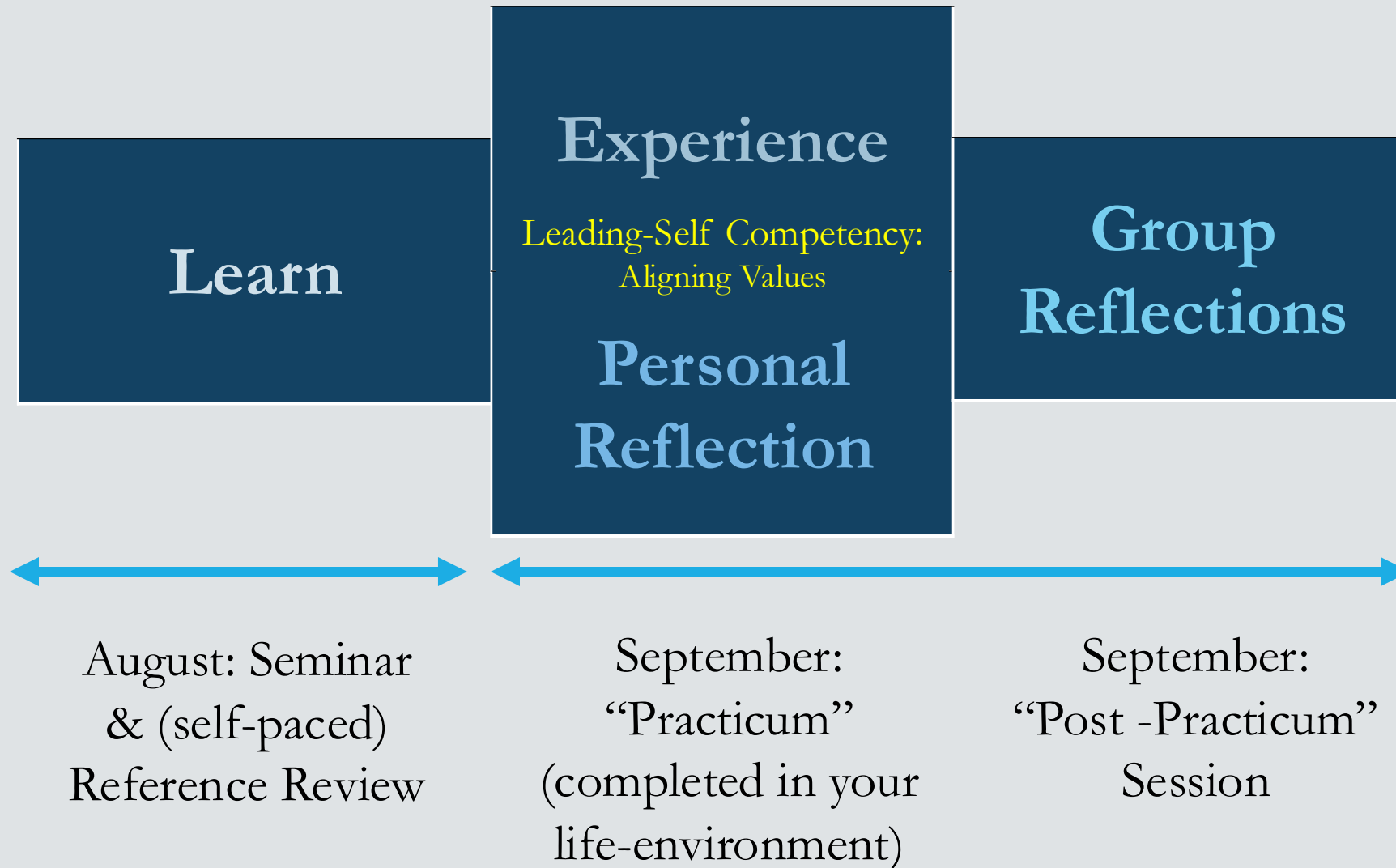
Self Management

Social Awareness

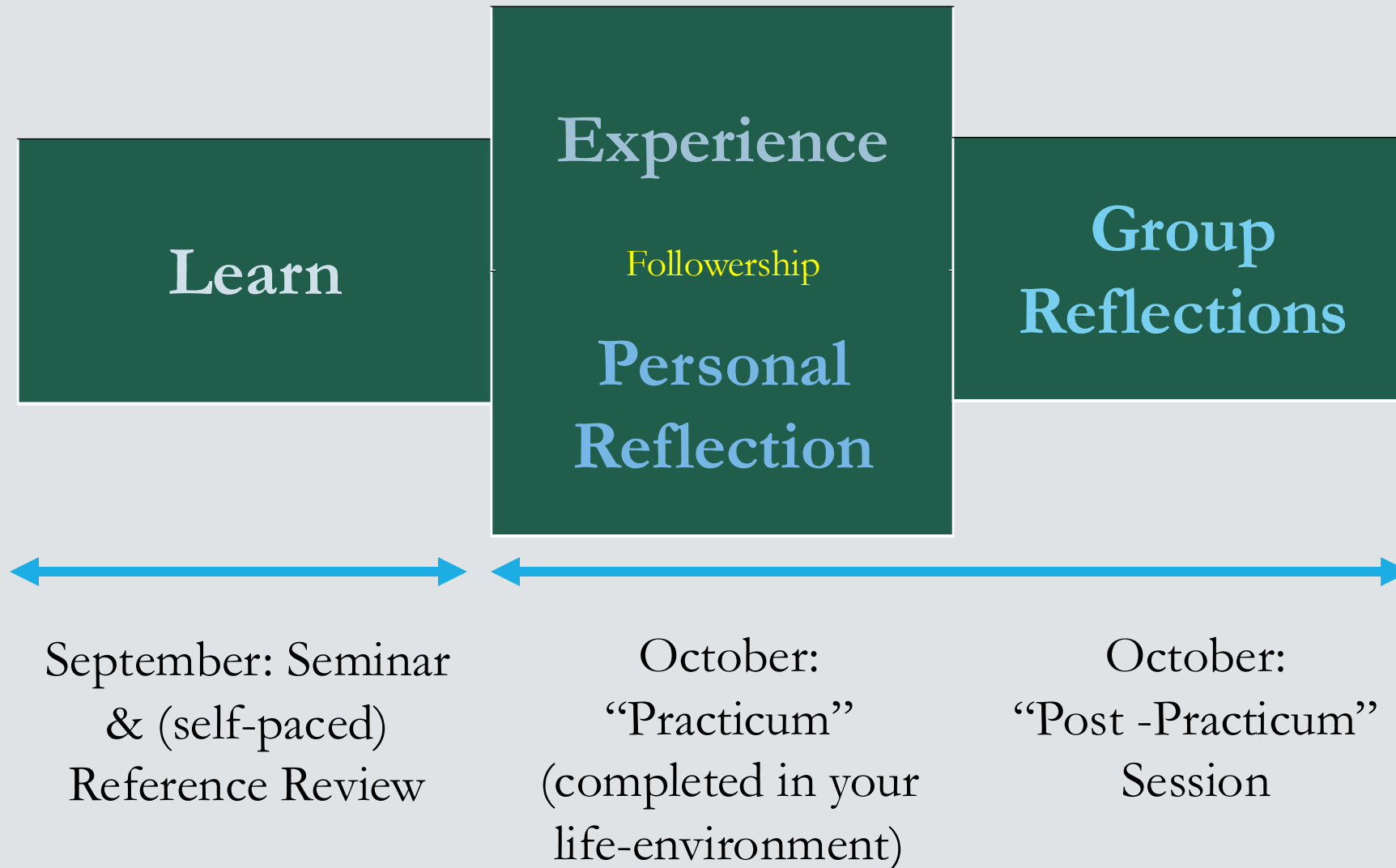
Social Management



AGLP Leadership Development Sequence

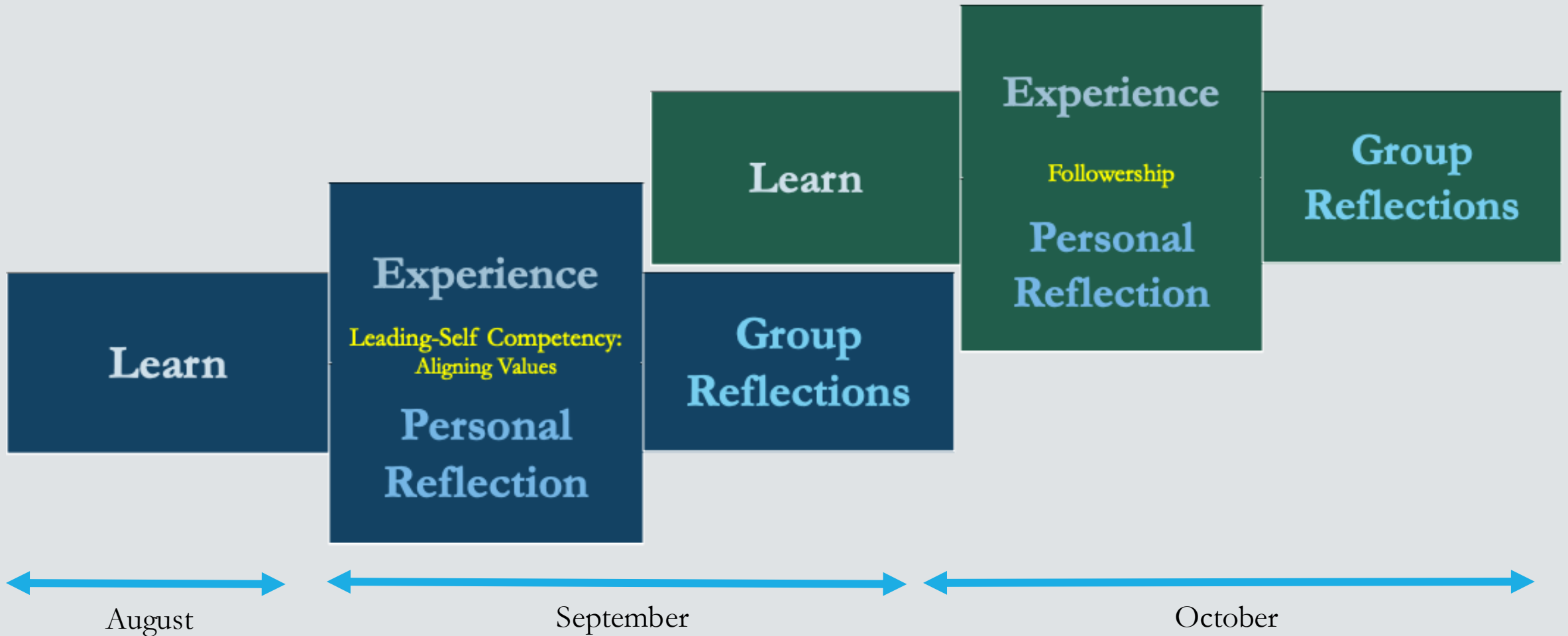


AGLP Leadership Development Sequence



AGLP Leadership Development Sequence

“a guided opportunity”





AGLP Leadership Development Curriculum Workbook

Learn	Experience	Reflections
leadership and emotional intelligence theory will be presented in bi-monthly seminars, augmented with external reference material	scenarios within the context of SEAS graduate student life (in academic, research & social settings) to focus on the learning theory presented the prior month	personal & group reflections on the experiential learning scenarios will reinforce the presented leadership & emotional intelligence theory

Learn

Values are fundamental ideas that a person believes in, with these values embodied in one's behaviors. Attributes (and characteristics) describe how others see, perceive each, and describe a person. Under this model, values are actions (nouns, such as accountability, ambition, competency, honesty, and loyalty) while attributes are descriptions (adjectives, such as accountable, ambitious, competent, honest, and loyal). Our actions are a demonstration of our internal values.

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

Table 2-1 Example Values

The concept of aligning values has two dimensions: the alignment of personal and organizational values, and the alignment of actions with values. Both dimensions are important.

Human behavior research documents that an individual's commitment to an organization and its cause is strongest when both the individual and the organization clearly articulate their values. This alignment can only be ensured when both the individual and the organization clearly articulate their values. The phrase "voice your values" is used to encourage individuals to publicly state what they believe in. Noting that our actions demonstrate our values, the articulation of personal values should be apparent in our daily interactions with each other. An alignment of clarity on values and the alignment of personal and organizational values leads to highly effective teams and highly satisfied employees.

In the views of employees, leaders are willingly followed when those leaders are honest, competent, inspiring, and forward-looking. These four attributes establish credibility as the foundation of leadership. Credible leaders are those who walk the talk, practice what they preach, and put their money with their mouth is. In the book *The Leadership Challenge* by Kouzes and Posner, leaders who are credible “do what you say you will do.” Kouzes and Posner’s leadership practice “Model the Way” amplifies the necessity that leaders align their values with their actions, always. This alignment showcases a leader’s credibility and increases the team’s willingness work with a leader.

Experience

Review the concepts of this section and choose from the following four situations to practice the principle you've learned from the seminar in your life during the following month.

Aligning Values: Experiential Learning Scenarios



- **Home environment** - What are your values & how do you voice your values



- **Teaching Fellow environment –**
Examples of clarity between
personal & organizational values



- **Research publication process** – How are values demonstrated by actions when documenting research?



- **Lab work environment** – Examples of honest, competent, inspiring & forward-looking team members

Reflection

Record your personal reflections as well as observations from the Group Reflection session in the space below.

Walk the talk. Practice what you preach.

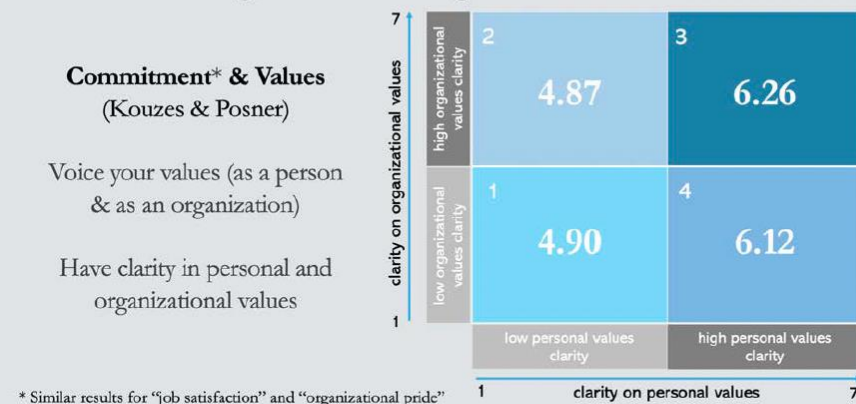
Put your money where your mouth is.

*"Do what you say you will do" DWYSYWD**

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

Kouzes & Posner: *The Leadership Challenge*

Align Personal & Organizational Values



* Similar results for "job satisfaction" and "organizational pride"

Learn	Experience	Reflections
leadership and emotional intelligence theory will be presented in bi-monthly seminars, augmented with external reference material	scenarios within the context of SEAS graduate student life (in academic, research & social settings) to focus on the learning theory presented the prior month	personal & group reflections on the experiential learning scenarios will reinforce the presented leadership & emotional intelligence theory

AGLP Leadership Development Curriculum

Curriculum Overview Questions

8/4/2025

AGLP Leadership Development Curriculum

Curriculum Review & Aligning Values

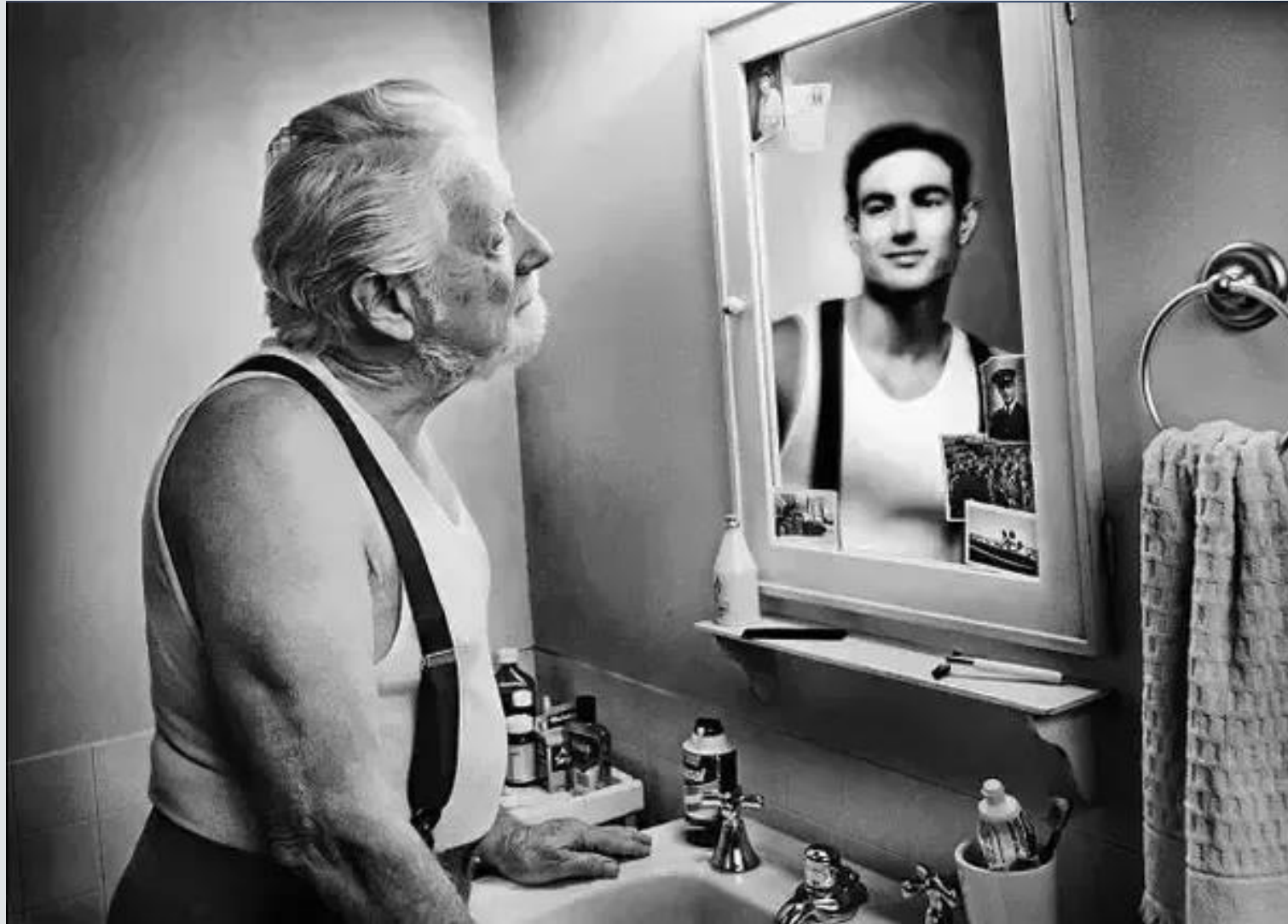
8/4/2025

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:** 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 / Characteristics

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

values – actions – attributes

nouns – verbs – adjectives

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
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Personal & Organizational Values: Examples

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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:

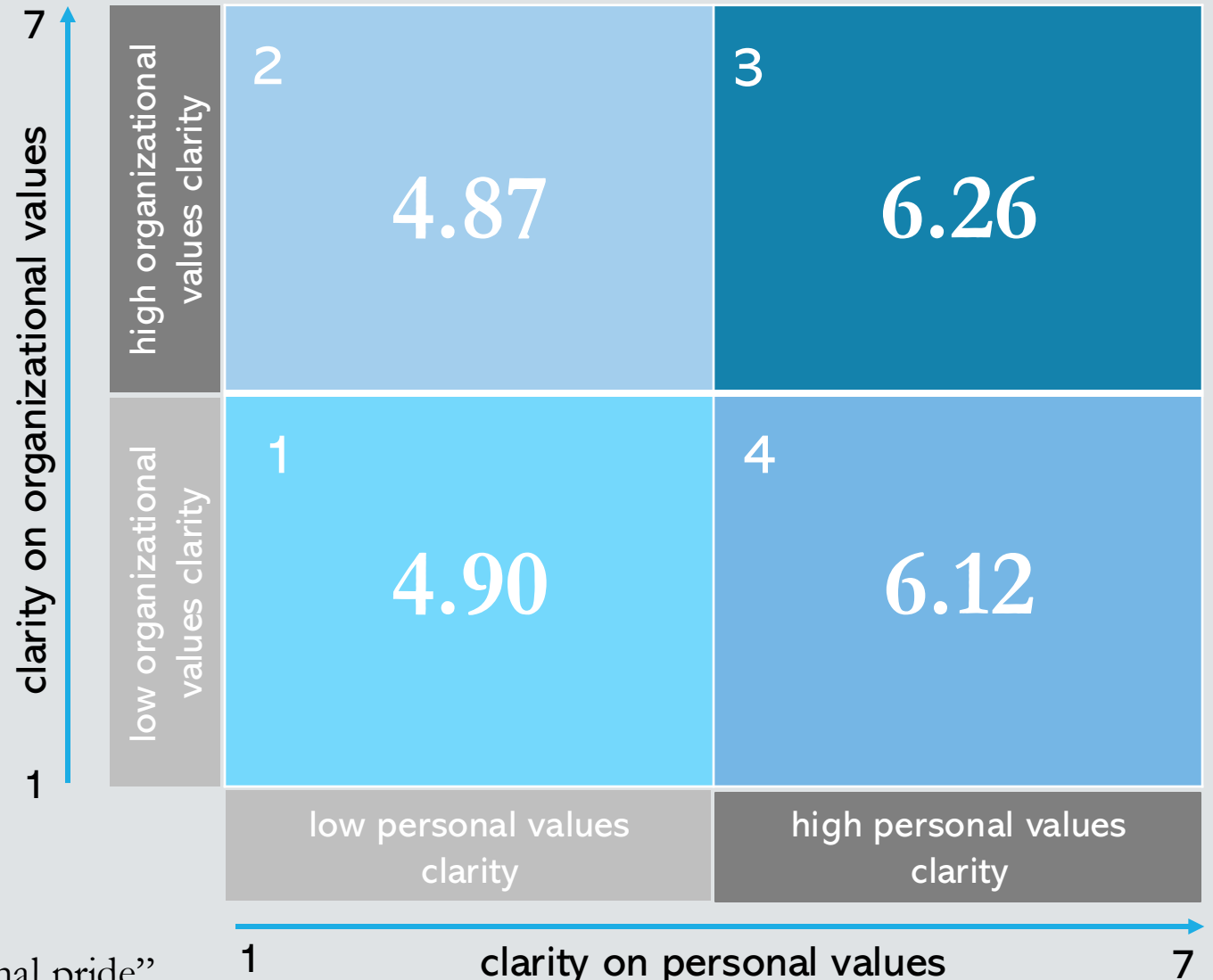
- commitment to organization (willingness to work hard for the organization)
- clarity of their personal values
- clarity of organizational values



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

Commitment* & Values: Kouzes & Posner

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

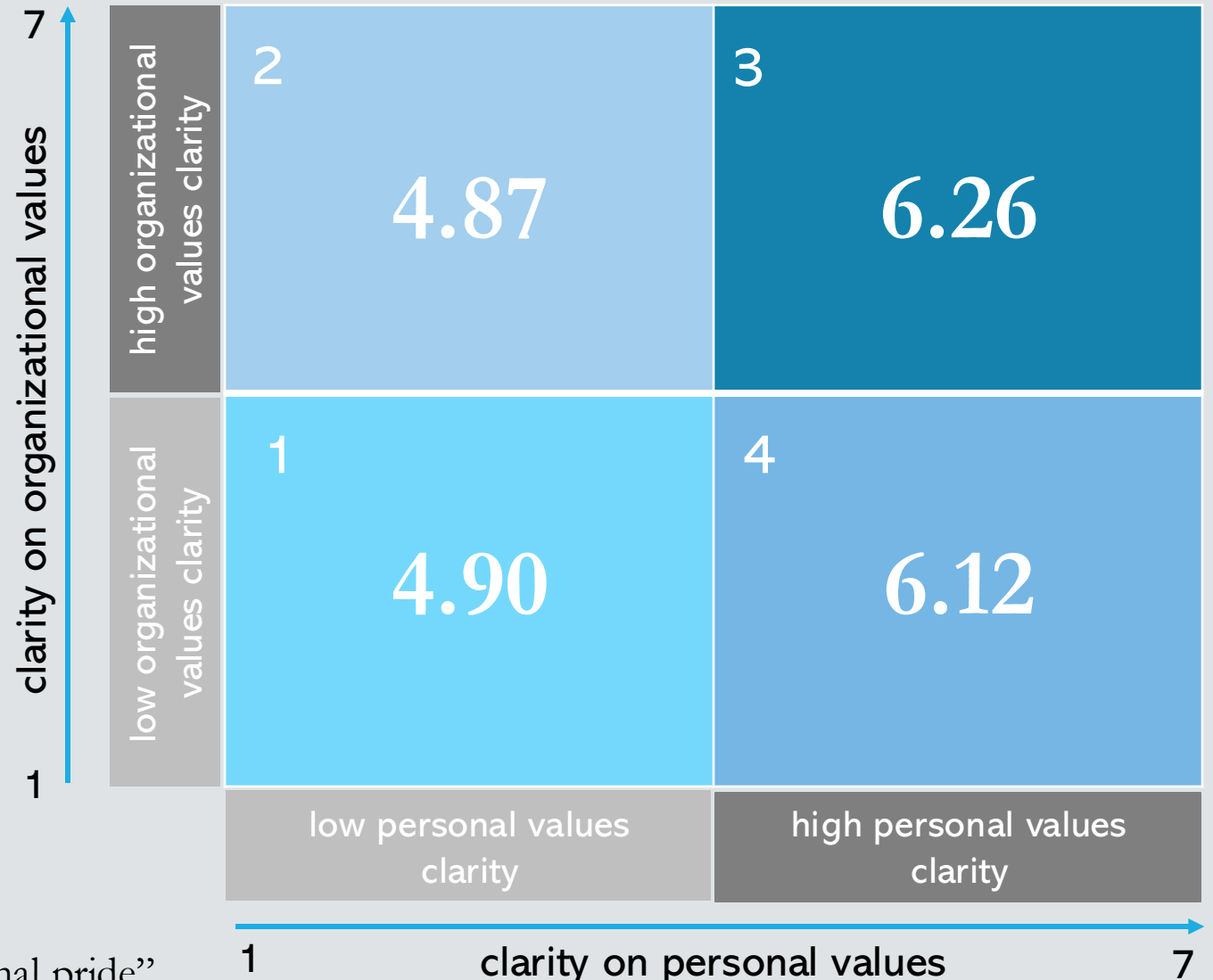


* Similar results for “job satisfaction” and “organizational pride”

Commitment* & Values: Kouzes & Posner

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

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

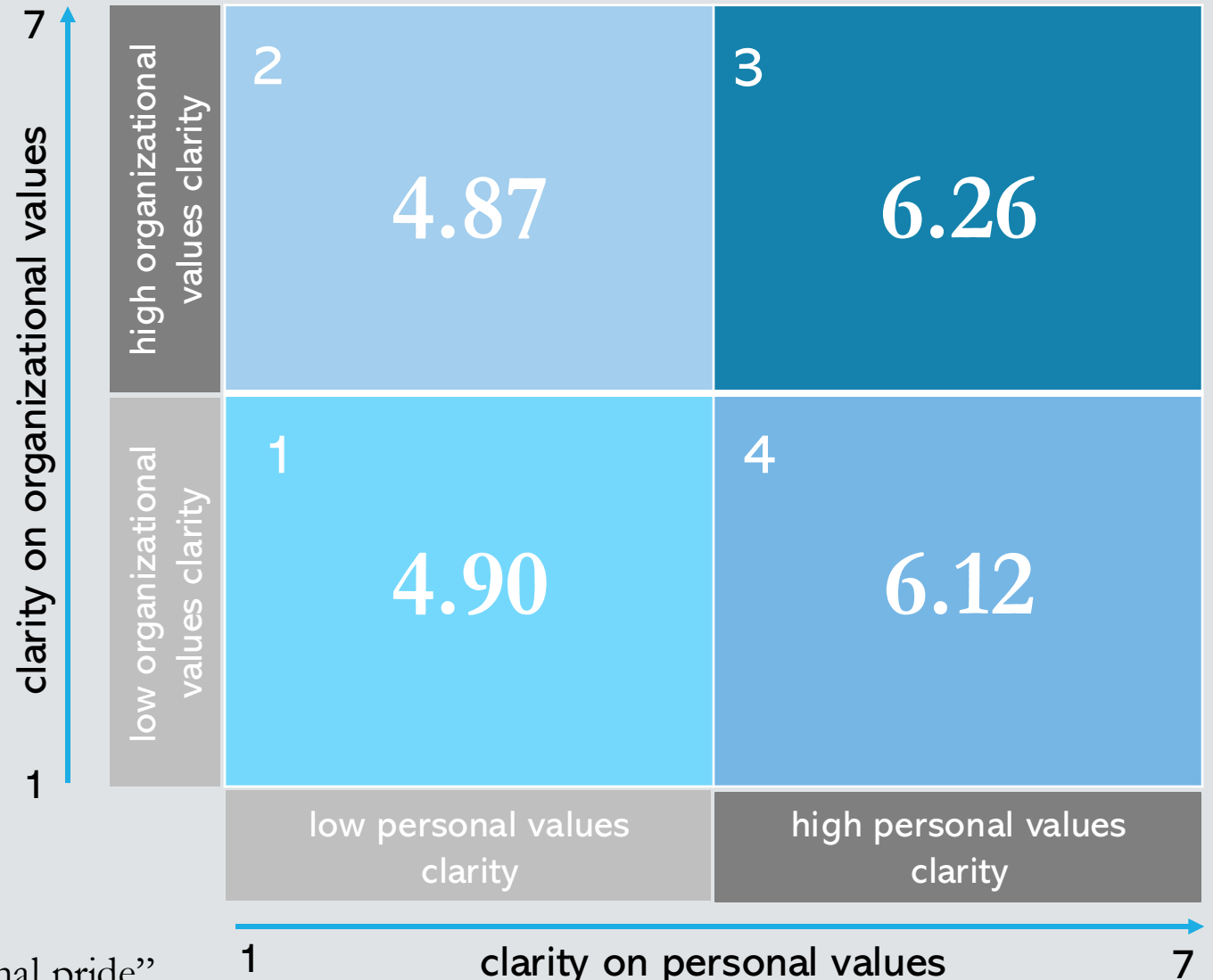


* Similar results for “job satisfaction” and “organizational pride”

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: Personal & Organizational

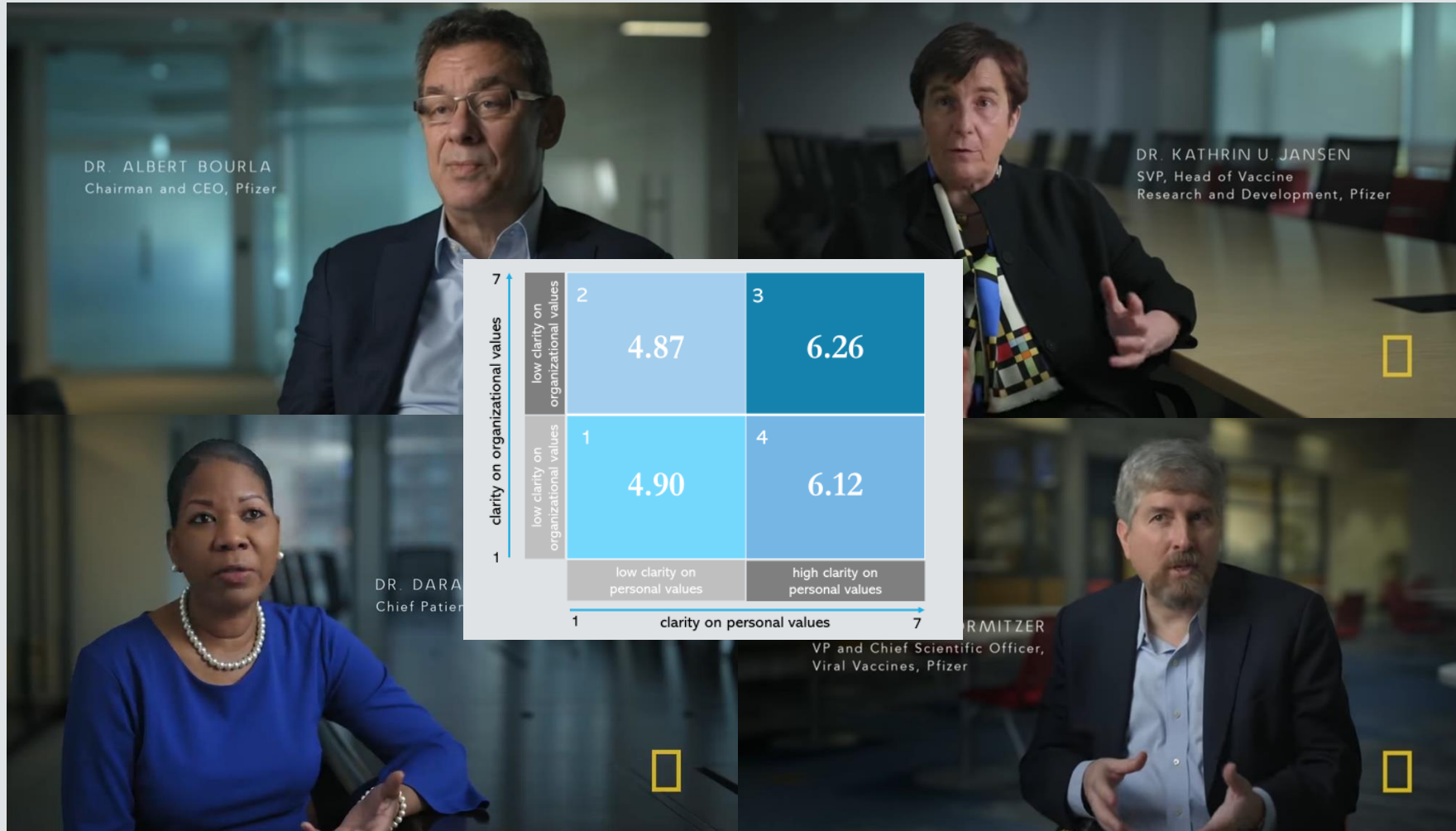
clarity on
personal
values?



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: 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)

- **values:** nouns - what you believe in

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

- **attributes:** adjectives – what others deduce from your actions

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
Intelligent	Loyal
Mature	Self-controlled
Straightforward	Supportive

- think about a person you would *willingly* follow
- write down their 5 primary qualities

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
Intelligent	Loyal
Mature	Self-controlled
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
Intelligent	Loyal
Mature	Self-controlled
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
Intelligent	Loyal
Mature	Self-controlled
Straightforward	Supportive

- values are what you believe
- values are demonstrated by actions
- actions are described
(characterized/labeled) as qualities,
attributes, characteristics, ...
- **Challenge: 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
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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
Cooperative	Courageous
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Fair-minded	Forward-looking
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Characteristics of Admired Leaders (Kouzes & Posner)*

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

Record 4 common characteristics

*Kouzes & Posner: *The Leadership Challenge*

Aligning Values with Actions

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

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

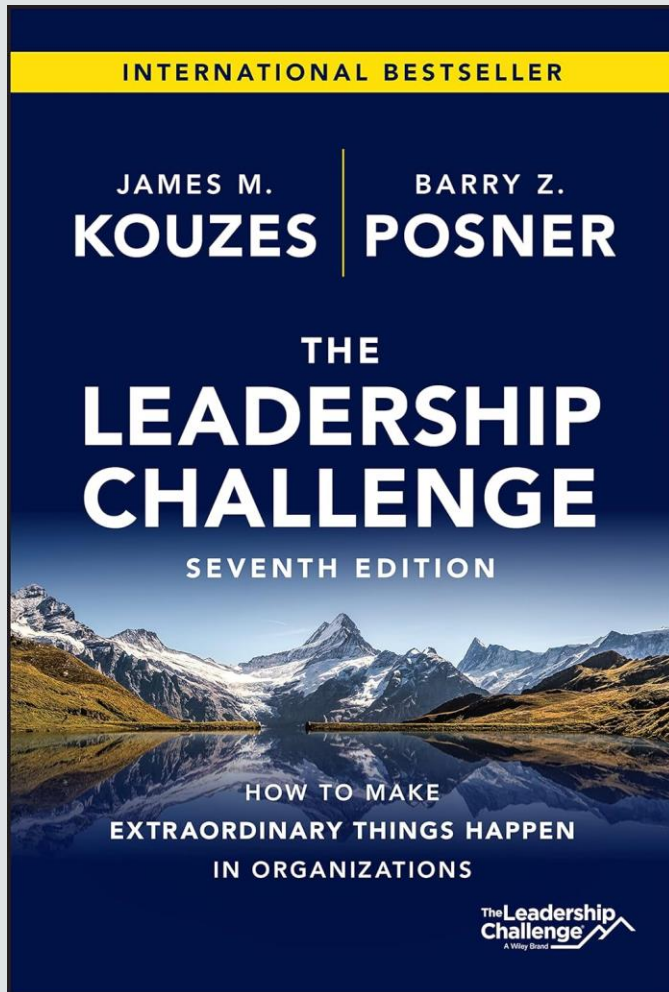
Practice what you preach

Put your money where your mouth is

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

*Kouzes & Posner: *The Leadership Challenge*

Leadership Competencies & Leadership Practices



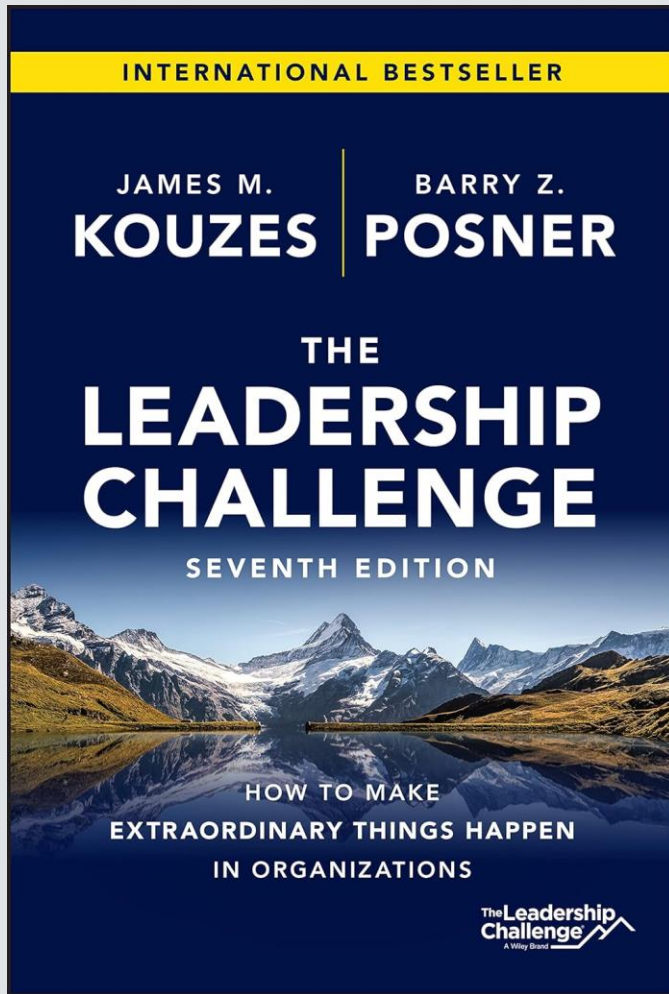
Five Practices of Exemplary Leadership



www.leadershipchallenge.com

Leadership Competency: Aligning Values

Leadership Practices #1: Model the Way

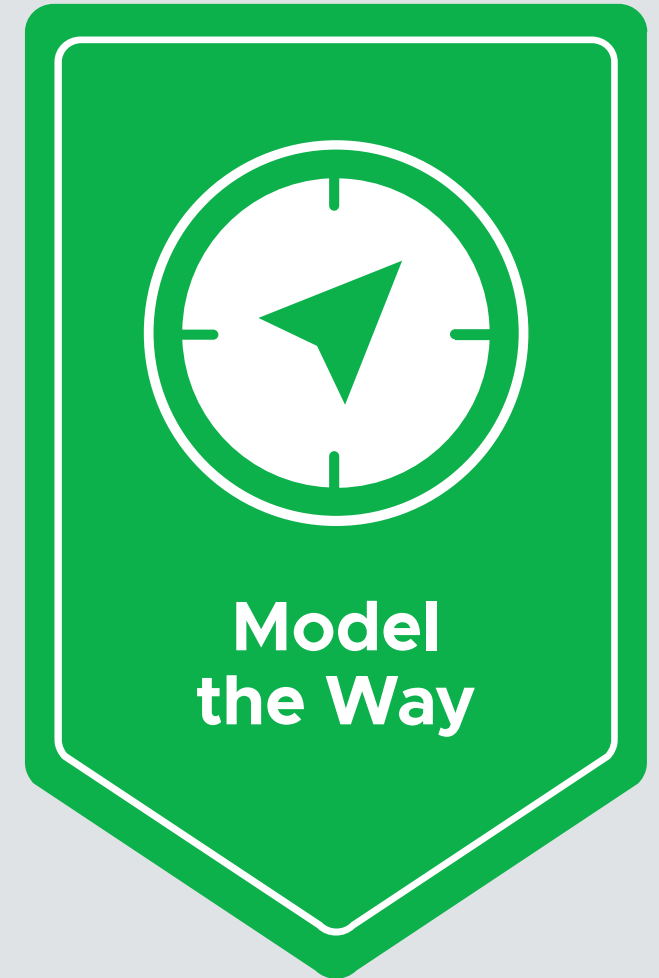


Leadership Practice: Model the behavior you expect of others

Leadership Commitments:

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

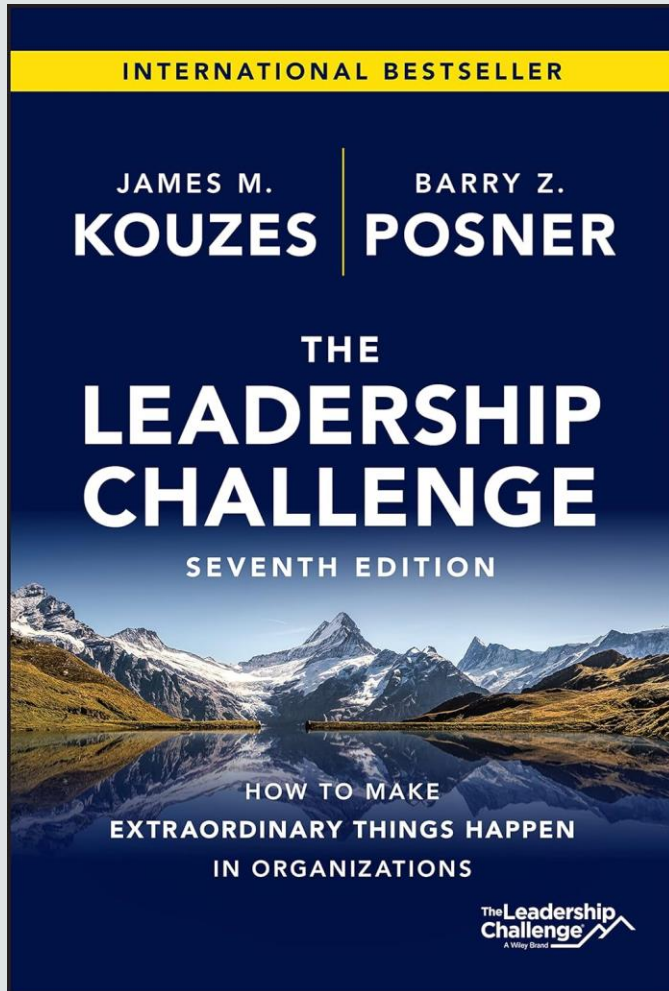
Do what you say you will do



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Leadership Competency: **Aligning Values**

Leadership Practices #1: Model the Way



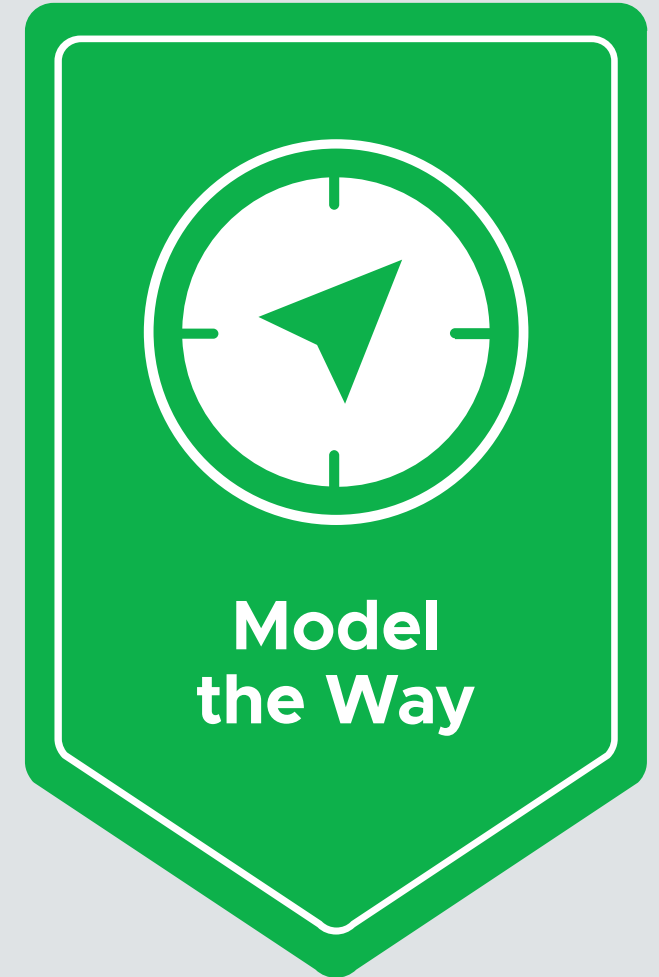
Leadership Practice: Model the behavior you expect of others

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

Aligning Values References

- ***Mission Possible: The Race for a Vaccine*** - a 44-minute video that documents Pfizer's bold plan to create the first COVID-19 vaccine ([accessible at this site](#))
- "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 F. 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

- Experiential Learning: [Accountability & Responsibility](#) – all August
- Group Reflection & AGLP Discussion: [Accountability & Responsibility](#) – 8/25
- [Aligning Values](#) Review & Preview - ZOOM: 8/11
- Experiential Learning: [Aligning Values](#) – all September
- Learning – [Followership](#): 8/8

+ June 2025: EI: Social Awareness & Relationship Management

+ July 2025: Leading Self: Accountability & Responsibility

– August 2025: Aligning Values

- [8/4 - Seminar](#)
- [8/11 - Review & Experiential Learning Practicum Preview](#)
- 8/25 - Reflection & Discussion – Accountability & Responsibility

+ September 2025: Followership

+ October 2025: Health & Well Being

+ November 2025: Self-Awareness & Learning

+ December 2025: Personal Conduct

+ January 2026: Technical Proficiency

+ February 2026: Leading Others: Team Building

+ March 2026: Influencing Others

Next Steps

- Experiential Learning: *Accountability & Responsibility* – all August
- Group Reflection & AGLP Discussion: *Accountability & Responsibility* – 8/25
- *Aligning Values* Review & Preview)
ZOOM : 8/11
- Experiential Learning: *Aligning Values* – all September
- Learning – *Followership*: 8/8

Learn	Experience	Reflection
Learn	Experience	Reflection
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Learn	Experience	Reflection
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Aligning Values Questions

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Leading Self Competencies: Aligning Values

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