

AGLP Leadership Development Curriculum

Aligning Values: Experiential Learning & Reflections Preview

8/11/2025

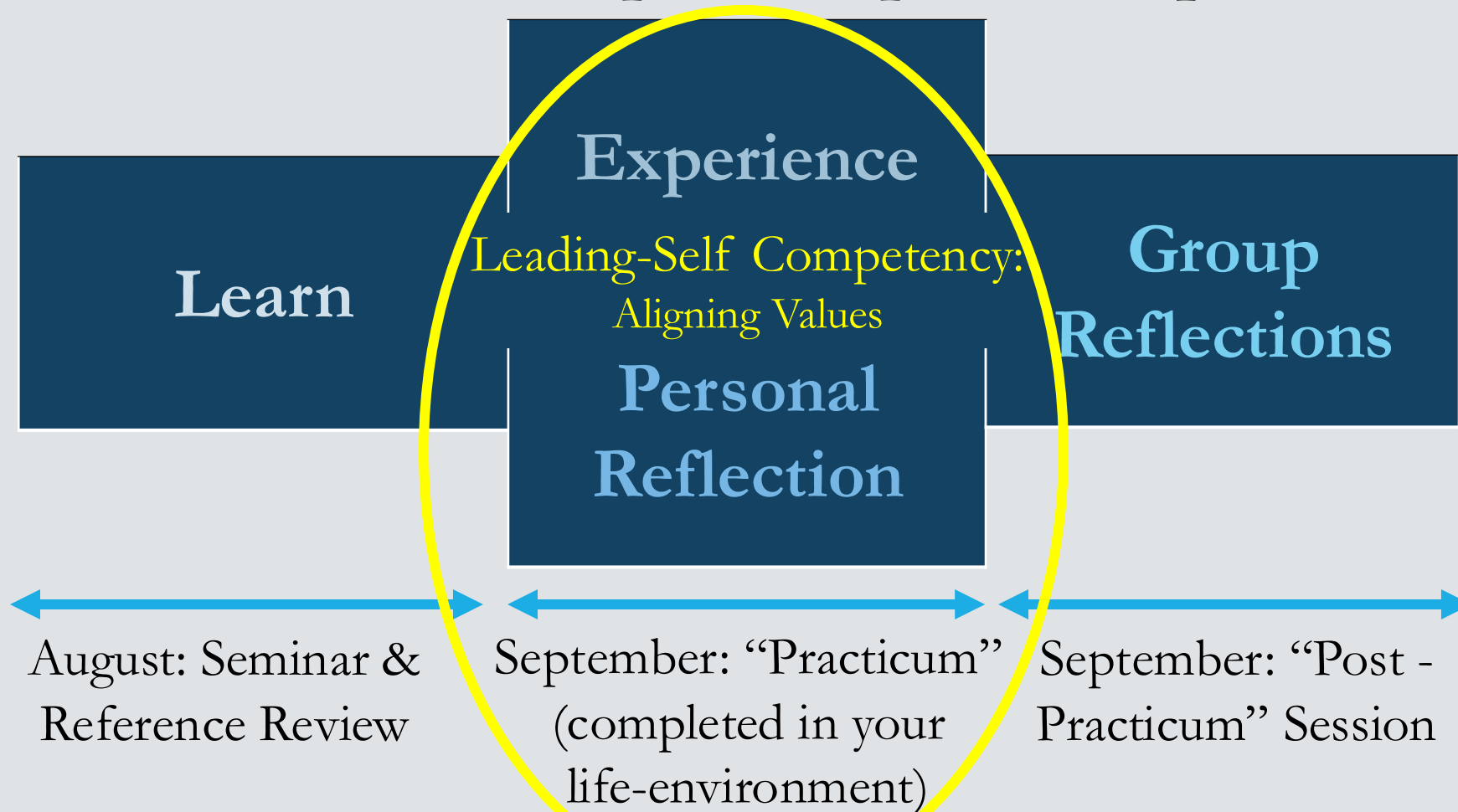
AGLP Leadership Development Curriculum – Sequence*, **

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](#)

AGLP Leadership Development Sequence



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

- John Dewey

AGLP Leadership Development Curriculum

Aligning Values: Review

Values & Attributes



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

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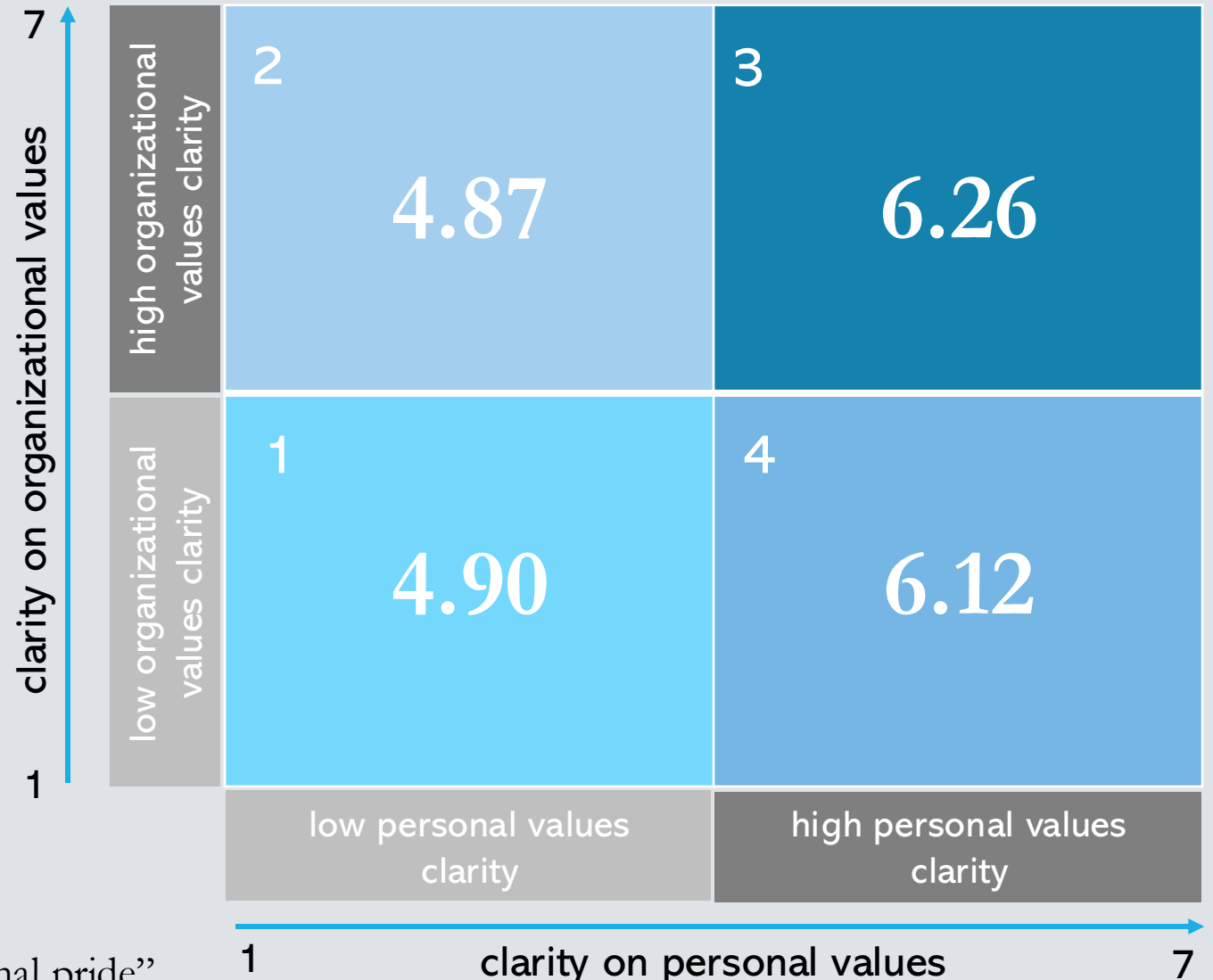
Values (Personal & Organizational)				
Achievement	Autonomy	Collaboration	Commitment	Compassion
Competition	Consistency Dependability	Courage	Creativity/Innovation	Credibility
Curiosity	Decisiveness	Dedication	Determination	Discipline
Diversity	Education	Effectiveness	Equity	Empathy
Faith	Fairness/Justice	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

Align Personal & Organizational Values

Commitment* & Values (Kouzes & Posner)

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

Have clarity in personal and
organizational values



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

Align Actions with Values (Dr. Dara Richardson Heron)

values

- truth
- accuracy
- science



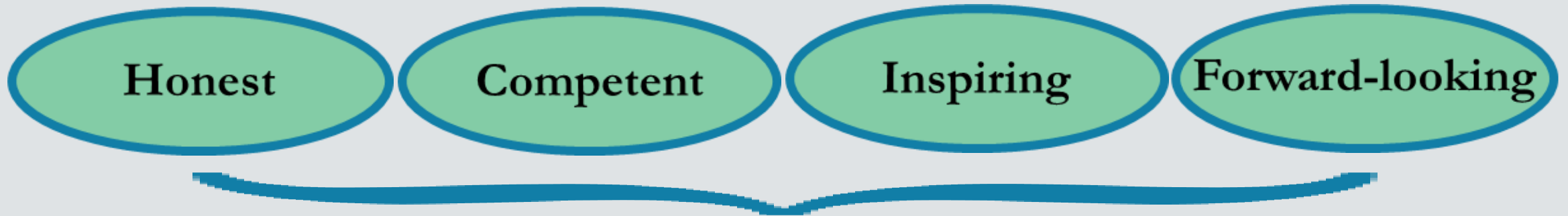
attributes/
characteristics

- trustworthy
- accurate
- scientific

actions

Values – Actions – Attributes*

attributes: how people see your values



credibility

the foundation of leadership

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

*Kouzes & Posner: *The Leadership Challenge*

Personal & Organizational Values: Examples

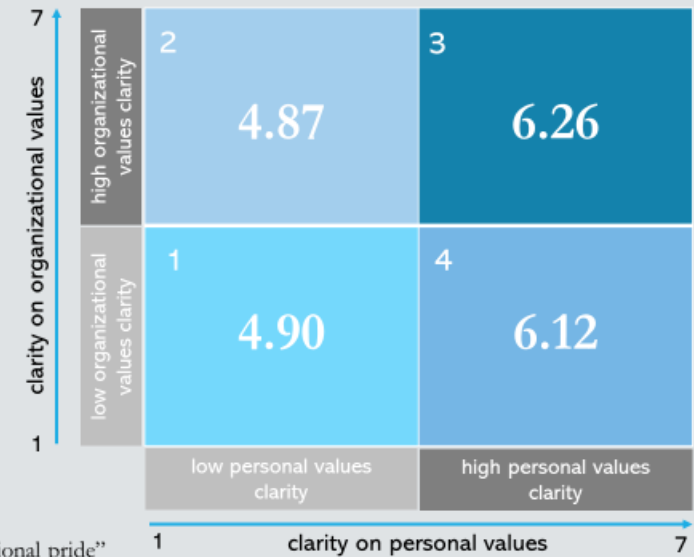
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Yale SCHOOL OF ENGINEERING
& APPLIED SCIENCE

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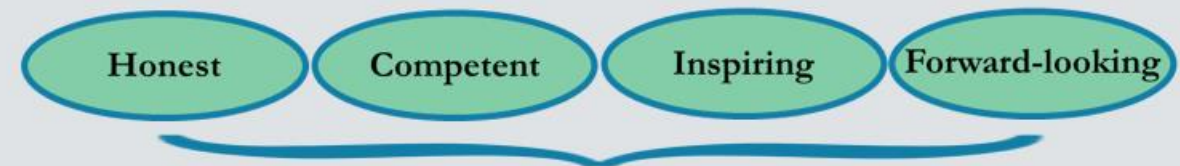
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& APPLIED SCIENCE

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Aligning Values References

- *Mission Possible: The Race for a Vaccine* – Pfizer’s COVID-19 vaccine journey
- “What Leaders Do and What Constituents Expect & Model the Way” – J. Kouzes & B. Posner’s *The Leadership Challenge* ([Yale Library System link](#))
 - voice/clarify values – align personal & organizational values – set the example by aligning actions with shared values
- “I Have a Dream” - Speech by Dr. Martin Luther King ([NPR link](#))
 - embodiment of aligning actions with values
- “Begin with Trust” – HBR article by X. Frei & A. Morriss ([HBR link](#))
 - Trust drivers (& trust wobbles): empathy (commonly deficient in analytical people) – logic (competence, noting you do not have all answers & asking others of their experiences) – authenticity (reveal your full humanity)

Aligning Values

Practicum: Experiential Learning & Reflection



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

Chapter2 Aligning Values

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	Courage	Creativity/Innovation	Credibility
	Dependability			
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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

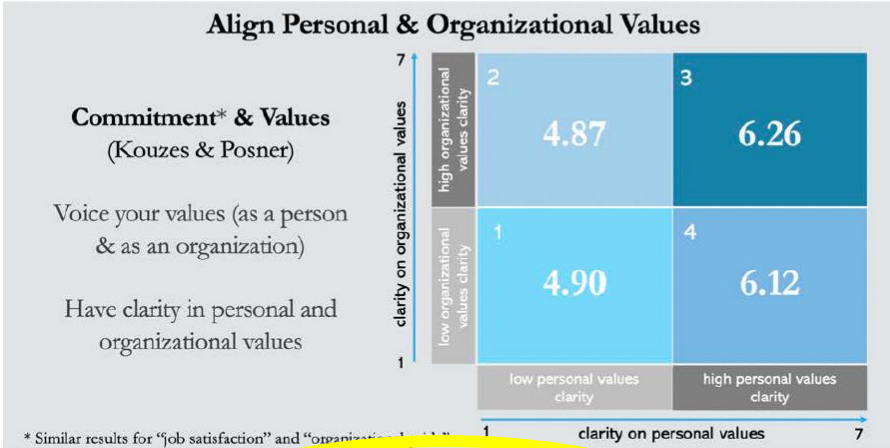
- Home environment** - What are your values & how do you voice your values
- Teaching Fellow environment** – Examples of clarity between personal & organizational values
- Research publication process** – How are values demonstrated by actions when documenting research?
- Lab work environment** – Examples of honest, competent, inspiring & forward-looking team members

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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*



Aligning Values: Experiential Learning Scenarios



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

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



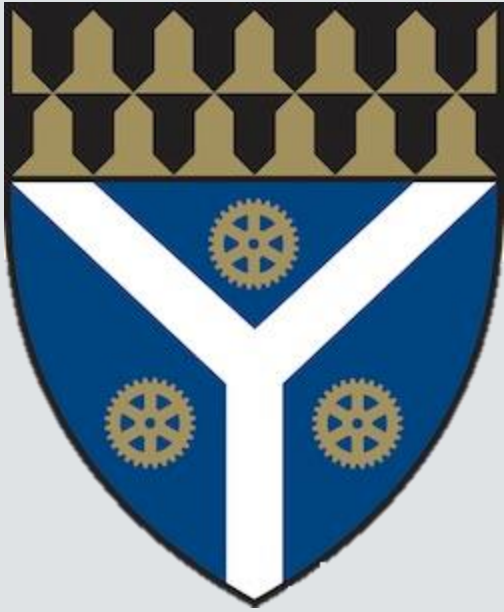
Aligning Values: Experiential Learning Scenarios



- Home environment - What are your values & how do you voice your values
- Teaching Fellow environment – Examples of clarity between personal & organizational values



Aligning Values: VW Experiential Learning



- **Voicing Values** – Advocating the need for in-person employment in a residential university setting
- **Aligning Personal & Organizational Values** – FIRST, a mentor-assisted extracurricular hands-on K-12 program: values community, collaboration, access, & diversity (of thought, individuals, processes)



Next Steps

- Personal & Group Reflections: Accountability & Responsibility – August 25
- Experiential Learning – Aligning Values – all September
- Followership Seminar – September 8
- Followership Review & Preview – September 15
- Experiential Learning – Followership – all September

Learn	Experience	Reflection
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