Creating a Values Based Leadership Model

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Introduction

- Who we are

- Participants will learn to identify:
  1. Values inherent in your organization
  2. Values missing from current structure
  3. Process to create a values-based model
  4. Ways to brand the model on your campus

- Why did you attend this session?
PROGRAM AGENDA

- Introduction – 5 minutes
- Values/Culture Lecturette – 5 minutes
- Activity – Values Roundtables – 25 minutes
- Miami’s 7 Step Process of Value Development & Framework Creation – 15 minutes
- Break – 10 minutes
- MLC Video – 30 minutes
- Activity - Creating Your Own Campus Model & Buy-in – 20 minutes
- Conclusion & Wrap-up – 10 minutes
Values-Based Leadership

A relationship between leaders and followers that is based on shared, strongly internalized values that are advocated and acted upon by the leader (Daft, 2005).

In the campus culture today everyone is considered a leader, and therefore, values-based leadership should be embraced and practiced by all campus members.
Value Creation

Focuses on core competencies in an attempt to attain synergy that helps organizations and institutions create value for their members.
Research the Ethos/Culture of Your Institution

Culture

Is the set of key values, assumptions, understandings, and norms that is shared by members of an organization and taught to new members as correct

Importance of Culture

• Integrates members so they know how to relate to one another

• Helps organization adapt to the external environment
Identify the various levels of your campus culture

**Conscious Level** – culture that can be seen and acted upon at the surface level and some deeper values not observable but can be discerned from how people explain/justify what they do

**Sub-Conscious Level** – deeply imbedded values and beliefs that members may not be aware of
Identify the values imbedded in your culture

- Keep those values worth keeping
- Eliminate/Change those values that are exclusive or detrimental to campus members
- Ground your values in a universal ethical domain so members can create meaning for themselves across various campus contexts
- Selected values should also double as your learning outcomes in all campus contexts and environments
Activity – Values Roundtable

- Get into small groups of different institutions. Identify a recorder and group spokesperson.
- Identify the values inherent in your various campus cultures.
- Identify missing or needed values.
- Compile a list of values for your group and come to consensus about which values are representative of your group.
- Report out to the other groups when called upon.
Miami’s 7 Step Process of Creating a Values Framework

STEP 1:

- Identify campus partnerships interested or currently involved in leadership development (students, staff and faculty members) to be part of the team (SL, CCL)

Who are your potential partners?
STEP 2:

- Research the campus culture to identify inherent values and beliefs within culture as well as those needed, but not present

We wanted to work from a culture strength perspective where there was a strong degree of agreement among members about the importance of values and ways of doing things on campus
STEP 3:

- Create a framework for action (not a prescription) based on a set of inclusive values housed in the universal ethical domain that is not only student-centered, but applicable and practiced by all members.

Allows students to create meaning in their environment—If I believe in this value then I will act in this manner . . .

We wanted to close the culture gap where the difference between desired behaviors and actual values was minimal.
These six core ethical values form the foundation of the CHARACTER COUNTS! youth-ethics initiative. More detailed discussion of the Six Pillars is included in Making Ethical Decisions, a Josephson Institute booklet available online here.

**trustworthiness**
Be honest • Don’t deceive, cheat or steal • Be reliable — do what you say you’ll do • Have the courage to do the right thing • Build a good reputation • Be loyal — stand by your family, friends and country

**respect**
Treat others with respect; follow the Golden Rule • Be tolerant of differences • Use good manners, not bad language • Be considerate of the feelings of others • Don’t threaten, hit or hurt anyone • Deal peacefully with anger, insults and disagreements

**responsibility**
Do what you are supposed to do • Persevere: keep on trying! • Always do your best • Use self-control • Be self-disciplined • Think before you act — consider the consequences • Be accountable for your choices

**fairness**
Play by the rules • Take turns and share • Be open-minded; listen to others • Don’t take advantage of others • Don’t blame others carelessly

**caring**
Be kind • Be compassionate and show you care • Express gratitude • Forgive others • Help people in need

**citizenship**
Do your share to make your school and community better • Cooperate • Get involved in community affairs • Stay informed; vote • Be a good neighbor • Obey laws and rules • Respect authority • Protect the environment

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**Six Pillar Mnemonics**

To help young people remember the Pillars, some educators employ these creative devices.

**Color Scheme**
Each of the Six Pillars is associated with a certain color.

- Trustworthiness: Blue — like "True Blue"
- Respect: Yellow or Gold — like the Golden Rule
- Responsibility: Green — as in being responsible for a garden or finances; or as in being solid and reliable like an oak
- Fairness: Orange — like dividing an orange into equal sections to share fairly with friends
- Caring: Red — like a heart
- Citizenship: Purple — as in the regal purple representing the state

**TRRFCC**
Use this acronym to help you remember that people with good character are terrific.

- Trustworthiness
- Respect
- Responsibility
- Fairness
- Caring
- Citizenship
STEP 4:

- Ground values framework in a leadership theory & definition (Joseph Rost/Denny Roberts)

- Relational Model -
  KNOW (Knowledge & understanding/head)
  BE – (Attitudes/heart)
  DO – (Skills/practice)

We wanted to create a culture of leadership where everyone could be authentic in their exercise of leadership and where integrity was the foundation of action.
Ground Your Model in a Leadership Theory

1. The Great Man Theory
   - Concept of Royalty/Heredity
   - Leaders are Born - Not Made
   - Only for the Few Individuals Who are Capable of Leading

2. Trait Theories
   - A Leader has Superior or Endowed Qualities (Physical Characteristics, Intelligence, Confidence, Personality) That Makes Him/Her a Natural Born Leader
   - These Traits Differentiate Them from Followers

3. Behavior Theories
   - There is One Best Way to Lead
   - Exhibits & Masters Wide Variety of Behaviors
   - Concerned for Both People and Production (What you do counts)

4. Contingency Theories
   - Different Strokes for Different Folks
   - Leaders Analyze Situations and Adjust Their Behavior To Improve Effectiveness
   - The Situation Determines Who Will Emerge as Leader

5. Influence Theories
   - Leadership is an Influence or Social Exchange Process Between Leaders & Followers
   - Charismatic Leadership & Vision

6. Reciprocal/Relational Theories
   - Mutually Influencing & Shared Relationship Between Leader/Follower
   - Emphasis on Followership and Interpersonal Relationships
   - Servant Leadership, Transformational Leadership, etc.

7. Emergent/Chaos or Systems Theories
   - Leadership is an Influence/Relational Process That Facilitates Change Because Control is Not Possible in a Complex World
   - Create Learning Organizations & Cultures of Trust
Joseph Rost (1993)

Leadership is “an influence relationship among leaders and their collaborators who intend real changes that reflect their mutual purposes” (p. 41).

Denny Roberts (2007)

“Leadership equals conviction in action” (p. 96).
STEP 5: Secure Campus & Community Buy-in (should be done early in process)

- Vertically: Top-Down & Bottom-Up
- Horizontally: Student, Staff, and Faculty
- Cross-Culturally (diversity perspective)
- Local Communities
STEP 6: Implement and Brand/Market Your Values Framework

- Create cultural logos, icons, slogans that promote your framework and are identifiable across campus
- Identify/Create/Promote your hallmark leadership programs
- Create avenues that allow repeated small doses and consistency of message
- Celebrate/Acknowledge student accomplishments (as well as other campus constituents)
SAMPLE LOGO
STEP 7:
Create a strategic decision-making mechanism for annual review and change

- Look inward, outward and forward when determining future direction
- Conduct S.W.O.T. analysis
- Conduct annual cultural audits
- Evaluate the ongoing Value Synergy of the institution
Value Synergy

Interaction of the organizational parts to produce a joint effect that is greater than the sum of the parts.

Foster Win-Win environments
When Assessing a Strategic Plan Ask These 4 Questions:

- What did we do right and/or like?
- What needs changed or done differently?
- What do we wish we had known or done ahead of time?
- What needs to be refreshed or is the most enduring lesson for our actions now?
BREAK –
10 minutes
MLC Video

Approximately 30 minutes
Activity – Model Creation & Buy-In

- Get into same small groups and identify a different recorder and group spokesperson
- Use your identified values from previous activity
- Identify potential partnerships, processes and methods inherent in your various campus cultures to create a new group framework and integrate your values
- Compile a list of ways to brand/market your new model/framework
- Report out to the other groups when called upon
Questions & Answers
Closing Thoughts:
Creating a Culture of Leadership

- Shaping Culture is a critical function of leadership because it helps members to develop a collective identity and establish effective relationships.
- Values-based leadership generates a high level of trust and respect from those practicing leadership.
- Leading by example is important and helps others follow your lead.
Leadership signifies . . .

“the act of making a difference. Leadership entails changing a failed strategy or revamping a languishing organization. It requires us to make an active choice among plausible alternatives, and it depends on bringing others along, or mobilizing them to get the job done. Leadership is at its best when the vision is strategic, the voice persuasive, the results tangible.”

Where to Get More Information

- Reference list from this presentation. Our business cards are located up front for us to email the PowerPoint presentation to you if requested.
- NACA publications
- National Clearinghouse for Leadership Programs
Thank you.

We hope you enjoy the remainder of the convention.
References


