

The Power of Values-based Leadership

a leader's guide to sustainable, extraordinary results

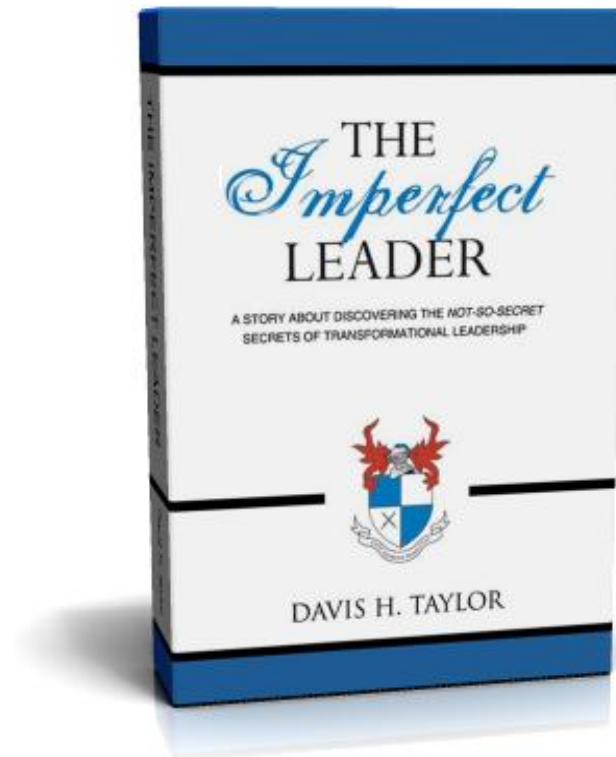
by Davis H. Taylor

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This workbook is based on principles from *The Imperfect Leader*

By Davis H. Taylor



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The Power of Values-based Leadership

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Preface—Why Read this Booklet?

Corporations today seem adrift in a sea of change. We experience a truly global economy. Innovation and change are happening at astounding speeds. Competitive pressure is far greater than it ever has been.

In the midst of these pressures, most corporations claim that people resources are their primary competitive advantage...yet, according to a widely acclaimed study, less than one-third of the work force is actively engaged in their work—the rest are just “putting in time,” or worse, actively working against the organization.

The antidote to this problem is Values-Based Leadership (VBL). VBL is a leadership philosophy that enables you to create and lead values-driven organizations that are energized, equipped and organized to achieve powerful goals.

This booklet/workbook will show you how.



Who is a Leader?

Often the question is asked: “Are leaders born, or are they made?” Interestingly, the answer to both is a resounding “yes!” The fact is, while some people seem to have innate leadership talent, others must work at developing leadership ability. Most all of us lead in one capacity or another at some point in our lives. Leadership is really about influence, and regardless of our natural gifts, we can develop and demonstrate excellent leadership ability—*how* we impact those we lead.

The Values-based Leadership philosophy focuses on *who* we are and *how* we behave rather than what positional power we hold. True leadership is about earning authority through our example and actions so that people *choose* to follow us. Leadership is not about positional power or the ability to make people do our will. Perhaps Peter Drucker said it best: *“If you think you are a leader and no one is following you, you’re just out taking a walk.”*



“A leader is anyone with followers.”



Values-based Leadership (VBL)

Organizations live and die by their leadership—ultimately, it's the leader's effectiveness in *creating vision for a preferred future* and *establishing an appropriate values-driven* culture that determines organizational results.

Leaders and their organizations can best execute their mission and achieve superior results by first addressing the foundation of behavior and performance—personal and shared values. *Values determine behavior and behavior determines performance.* Values-based leaders effectively engage, motivate and develop their followers, establishing a culture that enables transformational sustainable change, resulting in effective execution, innovation and outstanding performance.



*“Values-based leaders
create and lead values-driven companies
that are energized, equipped and organized
to achieve powerful goals.”*



What is Values-based Leadership?

Values-based Leadership (VBL) is a leadership philosophy that brings value to the organization, to customers, to suppliers and to shareholders, without focus on personal gain. It is about creating value for the sake of the organization and its mission...for the sake of society as a whole. When leaders embrace VBL, then, and only then, can they realize personal fulfillment and lasting significance. It is through this *selfless* pursuit of worthy goals that individual leaders will attain legacy and lasting impact. Perhaps this notion sounds like a lofty ideal or daydream; however, it is the foundation for true leadership success.

Stop for a moment and ask yourself these questions:

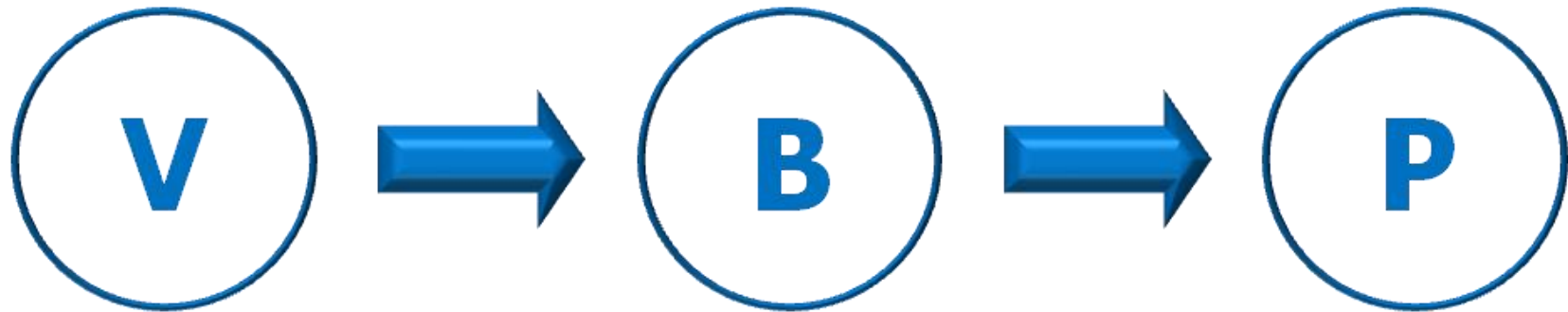
Does your style of leadership reflect a selfless attitude? Are you putting the needs of others first, or are you leveraging your position and resources for your own gain? Why? Why not?

Why, practically speaking, should leaders embrace VBL?

- VBL is the right thing to do. Values determine our behavior—values precede ethics, precede diversity and precede performance.
- VBL is statistically proven to deliver excellent results over long periods of time.
- VBL can be implemented in a practical manner in order to establish a corporate culture that delivers predictable, sustainable results.



Understanding the Power of Values

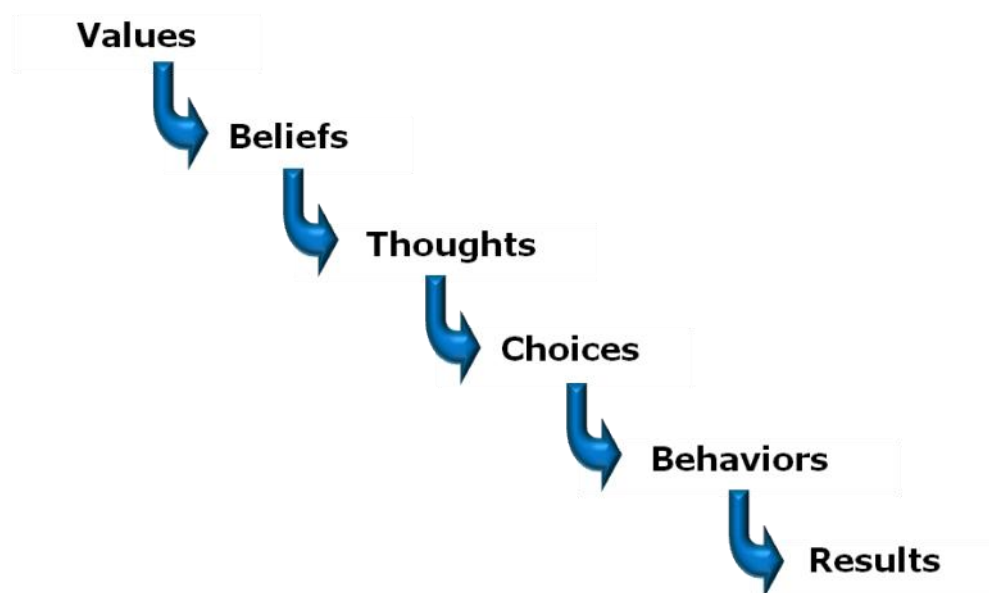


Values determine behavior; behavior determines performance.



How Values Determine Performance

Take, for example, the value of integrity: When leaders **value** integrity, it leads to the **belief** that being honest and authentic is important and makes a positive difference in working with others. This belief leads to **thoughts** about how they might demonstrate integrity through words and actions, which governs their **choices** about doing what is right, about telling the truth, about doing what they say they will do. Integrity-oriented choices result in observable and measurable **behaviors** that build trust with employees, customers, suppliers and shareholders. Collectively, the behaviors determine specific **performance**—performance that develops a trust-culture, creating an environment for flawless execution, creativity, innovation and commitment, through engaged employees and loyal customers—and ultimately results in positive growth and significant return-on-investment.



Call to Action

Since our values determine our beliefs that lead to our thoughts, choices, behaviors and performance, it is important to know what our values are. Take a moment to consider the questions below to help you identify where you currently stand:

What values do you hold? Make a list, using single words such as integrity, honor, service, honesty, etc.:

How do these values shape your beliefs? _____

Does how do you demonstrate these beliefs impact your thoughts and your choices so that your words and actions reflect what you say you believe? In a practical sense, if you say that you value service, do your actions reflect it? Are you truly serving others or are you seeking to be served? _____

Does what you say you believe match up with your actions? What about others within your organization? Do their actions reflect the values of your organization? Why or why not? _____

When we align our values with our actions, we create behaviors that lead to the performance we seek. Just like a car needs proper alignment, we must have a center point on which to align—our values provide that center point.



Right versus Wrong Values

For those who may be skeptical about a value being “right” versus one that may be “wrong,” consider this example: Imagine sitting on the shore witnessing a sunrise or sunset with a group of friends. If you ask each person to describe what they are seeing, using only one word, responses may include: *awesome; majestic; peaceful; beautiful*...and most people would agree that these words describe positive attributes of the scene in front of them. So the question is: “How do we know it is *beautiful*?” Why do we not think the sight to be *ugly*? The fact is, something inside us informs us if a sight is beautiful or ugly, if conditions are positive or negative, or if behaviors are good or evil. And so it is with values....



When the *Wrong* Values Prevail in the Workplace...

Common workplace values typically lead to a varied list of agonizing corporate behaviors.

Common Workplace Values

Situational ethics

Selfishness/self-focus

Insensitivity/arrogance

Personal Wealth

Expediency/risk avoidance

Self Indulgence

Entitlement

- Lack of trust
- Ego/self-interest prevail
- Personal agendas
- Misaligned executive teams
- Functional silos
- De-valuing others
- Lack of direction
- Tyranny of the urgent
- Entitlement mentality
- Lack of creativity
- Risk aversion
- Complacency/mediocrity
- Accountability avoidance
- Unproductive employees
- High employee turnover



When Corporate Culture is Built on *Right Values*...

Living the right values yields huge dividends relative to corporate performance.

Examples of *Right Values*

Integrity

Humility

Compassion

Purpose-driven

Courage

Self-discipline

Gratitude

- Ethical behavior – doing what is right
- Employee engagement
- Serving customer/employee needs
- Motivating/encouraging performance
- Teamwork/cooperation/collaboration
- Embracing diversity
- Clear direction/common goals
- Aligned on mission and vision
- Innovation/creativity
- Risk taking/freedom to make mistakes
- Productivity gains
- Results orientation
- Job satisfaction/personal significance
- “A great place to work”



VBL and Corporate Culture

Contrary to conventional thought, it is culture, not strategy, that determines and produces corporate results. Values-based Leaders create values-based cultures that deliver predictable success and positive results through:

- Accountability and execution (performance)
- Energized/motivated employees (employee engagement)
- Greater operational effectiveness (productivity)
- Improved organizational efficiency (cost control)
- Innovation (sustainable growth)

Leaders who create a values-based corporate culture thereby energize and equip employees to achieve powerful goals.

“Values-based Leadership is clearly the best alternative to organizational development. It is the most rapid method to transform an organization in a sustainable way. One can argue that values-based behavior is the only way that an organization can achieve longevity and relevance.”

- Senior Executive, Global Financial Institution



Call to Action

What is the current culture of your organization? Take a moment to circle 10 attributes you currently recognize most within your organization:

- Lack of trust
- Ego/self-interest prevail
- Personal agendas
- Misaligned executive teams
- Functional silos
- De-valuing others
- Lack of direction
- Tyranny of the urgent
- Entitlement mentality
- Lack of creativity
- Risk aversion
- Complacency/mediocrity
- Accountability avoidance
- Unproductive employees
- High employee turnover
- Ethical behavior – doing what is right
- Employee engagement
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If you circled more from the first column than the second, you may have a values problem within your organization—it's time to do something about it.



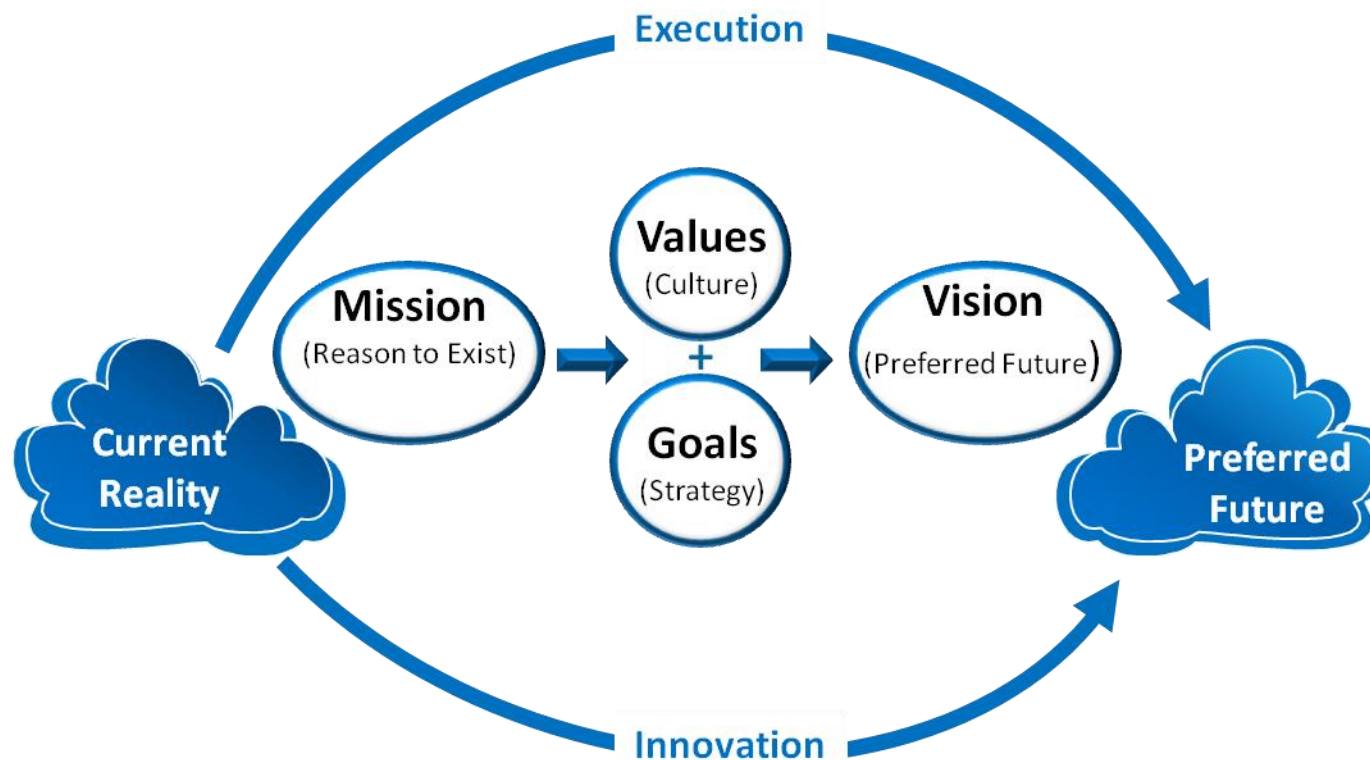
How VBL Impacts Culture

1. Leaders embrace VBL in their words and behaviors.
2. They understand the *current reality* and create a compelling vision for a preferred future while establishing behavioral norms necessary to create a corporate culture that produces desired operational results.
3. From this cultural foundation, leaders motivate employees who are aligned and engaged to effectively execute the mission, resulting in excellent execution, innovation, enhanced morale, improved efficiency, increased productivity, and greater operational effectiveness.
4. These attributes combined produce satisfied customers, repeat business and referrals which naturally generate revenue and profit growth.
5. The result? Value is created and the organization produces sustainable results while delivering outstanding ROI to shareholders.



The VBL Roadmap

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Tactical execution of the mission requires appropriate behaviors (*culture*) focused toward achievable goals (*strategy*) to realize a preferred future (*vision*)—vision and strategies are seldom worthwhile in the absence of innovation, enabled and brought about by the desired culture.

