

VALUES DRIVEN LEADERSHIP

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WHAT IS LEADERSHIP?

- Directive
- Influencing
 - The art of influencing others by persuasion or example.
- Stabilising / Supporting

“Leadership creates an environment where people are inspired and enthused to achieve the organisation’s aims”
- Conscientious

OUR VALUES: Where Do They Come From?

Our Personal Value System derives from:

- Family
- Religion
- Culture
- Media
- Education
- Peers
- Technology



PERSONAL VALUE SYSTEM

- Fairly well established by early adulthood.
- Tend to stay with us for life, although major events can change our values.
- Values are important because they affect behaviour: we act in accordance with our beliefs and values, even if we don't realise it.



ORGANISATIONAL VALUES

- Tend to reflect societal values.
- Often not stated.
- Often 'glib catch phrases' to appeal.
- Lack credibility with staff and stakeholders.
- Strong perceived mis-alignment between *personal values* and *organisational values*.
- Why perceived difference?

LEADERSHIP AND VALUES IN ACTION

- WorldCom – Cynthia Cooper
- Clash of Values: Loyalty to the company/to the employees/ to the local community versus truth



QUT Faculty of Built Environment & Engineering

- **P**assion for work.
- **E**mpathetic respect for others.
- **O**penness and integrity through honesty and trust.
- **P**ersistence and resilience and determination to succeed.
- **L**eadership that is innovative and visionary
- **E**ngagement in purposeful collaboration.

'Values Underpin Everything'



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GREAT VALUES
WITH
GREAT PEOPLE

*We aim to be the best at what we
do.*

We value each other.



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VALUES DRIVEN LEADERSHIP: What is it?

- Values Driven Leadership is purposeful results oriented leadership based on valuing each person for their uniqueness and driving for results through values.
- Similar to but different to Servant Leadership

VALUES DRIVEN LEADERSHIP *creates*

- A sense of *Belonging*.
- A sense of *Identity*.
- A sense of *Purpose*.

B.I.P.



How do you help your staff feel a sense of Belonging?

- I am part of a team.
- I am valued.
- I can make a contribution.
- I am accountable.
- I feel supported.
- My work/life priorities are respected.

How do you help your staff feel a sense of Identity?

- I have something to offer.
- I am valued for who I am.
- My skills and experience count.
- I am part of something bigger than myself.
- I am encouraged and supported to believe in me.

How do you help your staff feel a sense of Purpose?

- I have a goal.
- We are going somewhere.
- There is a direction to my work.
- My effort achieves.
- I believe in the value of the purpose.



USING “CONVERSATION SPACES”

- Bake-off
- School Meetings
- School Retreats, social events, celebrations
- Formal performance reviews
- Informal opportunities
- Noticing ‘small’ things; tiredness, weight changes

CHARACTERISTICS OF VALUES DRIVEN LEADERSHIP

- Clearly understand your own value system and what is important to you.
 - Communicate your values.
 - Make the time to value your staff.
 - Make the time to value yourself.
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- These characteristics are actions that come out of **WHAT YOU VALUE**
 1. Listening
 2. Empathy
 3. Commitment to the growth of people
 4. Stewardship
 5. Building community

DOES ANYBODY ELSE LEAD LIKE THIS? YES.

- A forum of 8 persons from industry, academia, high school, govt owned corporation
- “It’s very difficult to articulate what I do – I just do it”
- “You need to create the right environment”
- “I focus on supporting people and providing an environment for them to do their job well”
- “I spent the first term listening and then I engaged with the staff”
- “Everyone is a jewel”
- “Everyone is a learner, but you need to empower people to make mistakes”

MAKING VALUES-DRIVEN LEADERSHIP WORK

- Creating an “attractive” environment.
- People do the work – the organisation needs to be the enabling mechanism for them.
- The metrics will ‘automatically’ happen.
- What if people choose not to participate? What if they choose not to perform?
- Making it sustainable – how to help your people take it with them when the Values-Driven Leader isn’t there.

VALUES DRIVEN LEADERSHIP

B.I.P.

IF YOU GET IT RIGHT WITH
YOUR PEOPLE, THERE IS
NOTHING YOU CAN'T
ACHIEVE.





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