


12 Foundations of Values-based Leadership for Sustainability

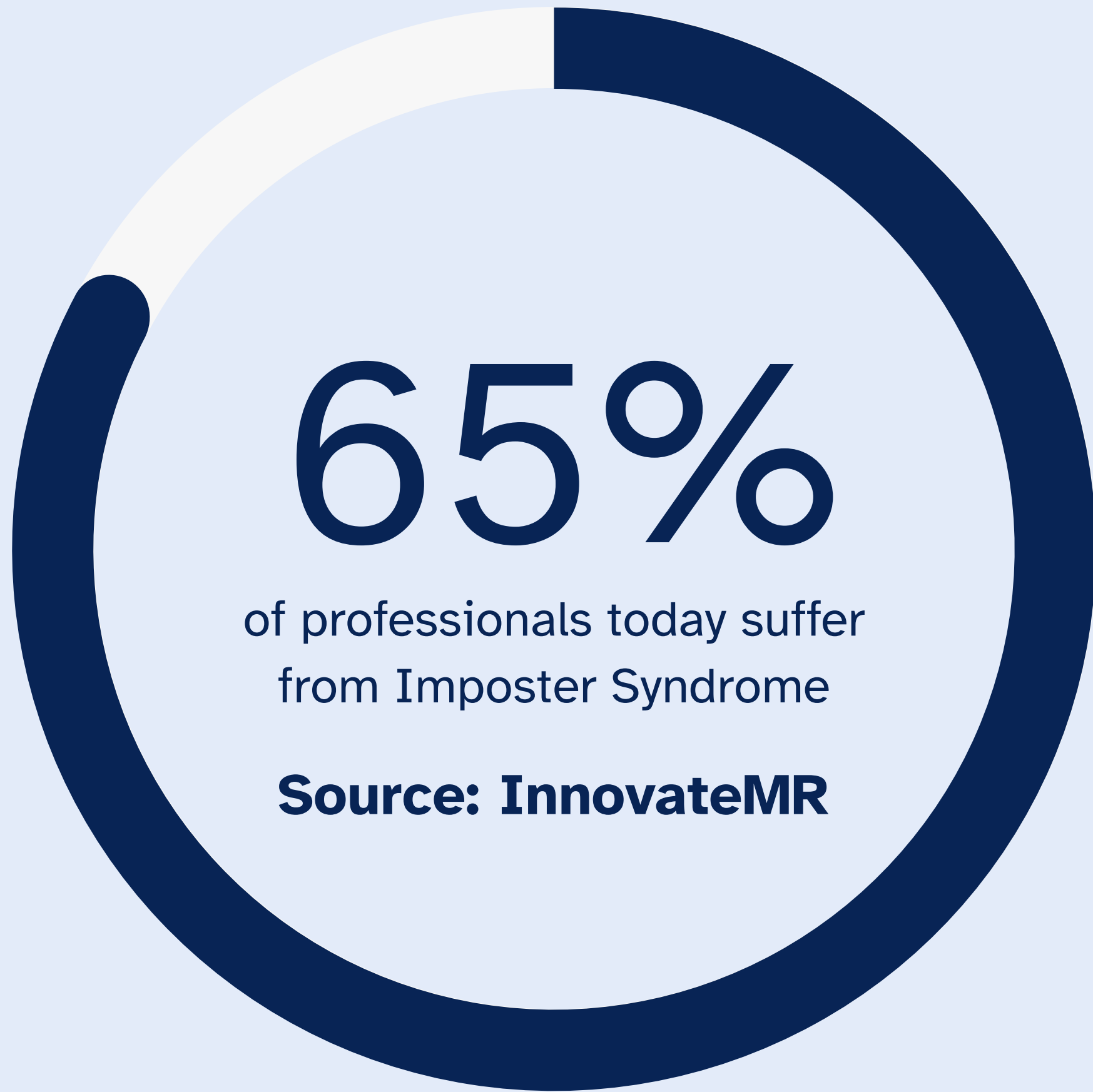
UNICON's Team Development Conference 2022

Based on a talk by Daniel Skarlicki,
Edgar F. Kaiser Professor of Organizational
Behaviour at the University of British Columbia's
Sauder School of Business

A person in a dark suit is sitting at a desk in a dimly lit office. They are looking down with their hand to their face, appearing stressed or overwhelmed. A computer monitor is visible on the left side of the desk.

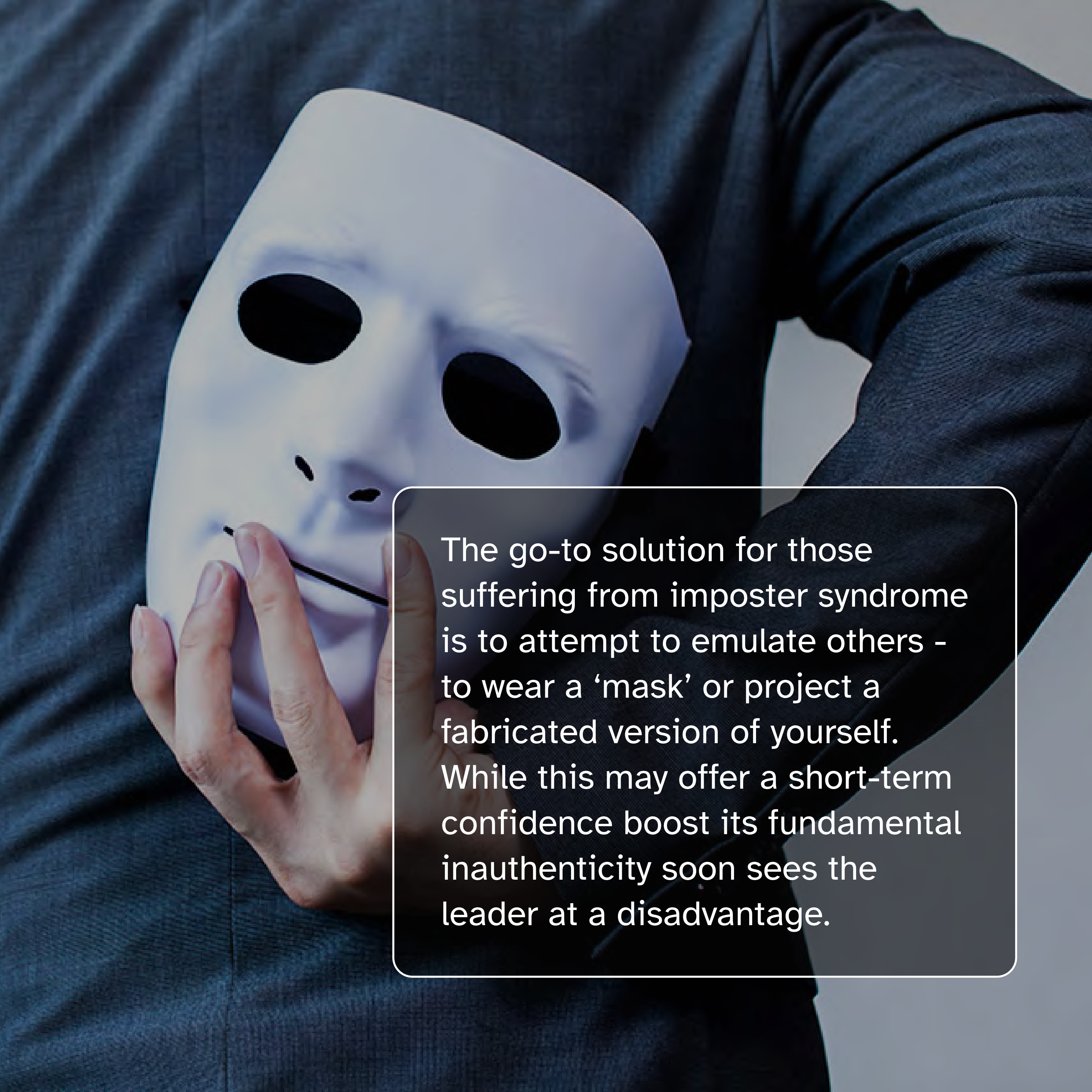
The median tenure of CEOs among the world's largest companies is just five years. With many more struggling after just 18 months.

Why?



“This is the flip side of giftedness that causes a great many talented, hardworking, and capable leaders to believe that they don't deserve their success.”

Manfred F.R. Kets de Vries

A person wearing a dark blue suit is holding a white, featureless mask. The mask has two large, dark eye holes and a small, dark slit for a mouth. The person's hand is visible, holding the mask. The background is a dark, textured surface.

The go-to solution for those suffering from imposter syndrome is to attempt to emulate others - to wear a 'mask' or project a fabricated version of yourself. While this may offer a short-term confidence boost its fundamental inauthenticity soon sees the leader at a disadvantage.

*“We are
strongest when
we are grounded
in our values.”*



Professor Skarlicki

What I think
I should do

What I think
you should do



VALUES

12 Foundations of Values-Based Leadership

A silhouette of a person's head and shoulders is centered in the frame, looking out over a landscape at sunset. The sun is a bright, glowing orb on the horizon, casting a warm, orange and yellow light across the sky and the distant hills. The person's hair is dark and curly. The overall mood is contemplative and serene.

01 | Values don't change from day to day - but do evolve over a lifetime

A photograph of three women laughing together. The woman on the right is in the foreground, wearing a dark patterned sweater. The woman in the middle is wearing glasses and a dark top. The woman on the left is wearing a dark top. They are all smiling and laughing, creating a warm and joyful atmosphere.

02 | Values underlie our self-definition and sense of identity

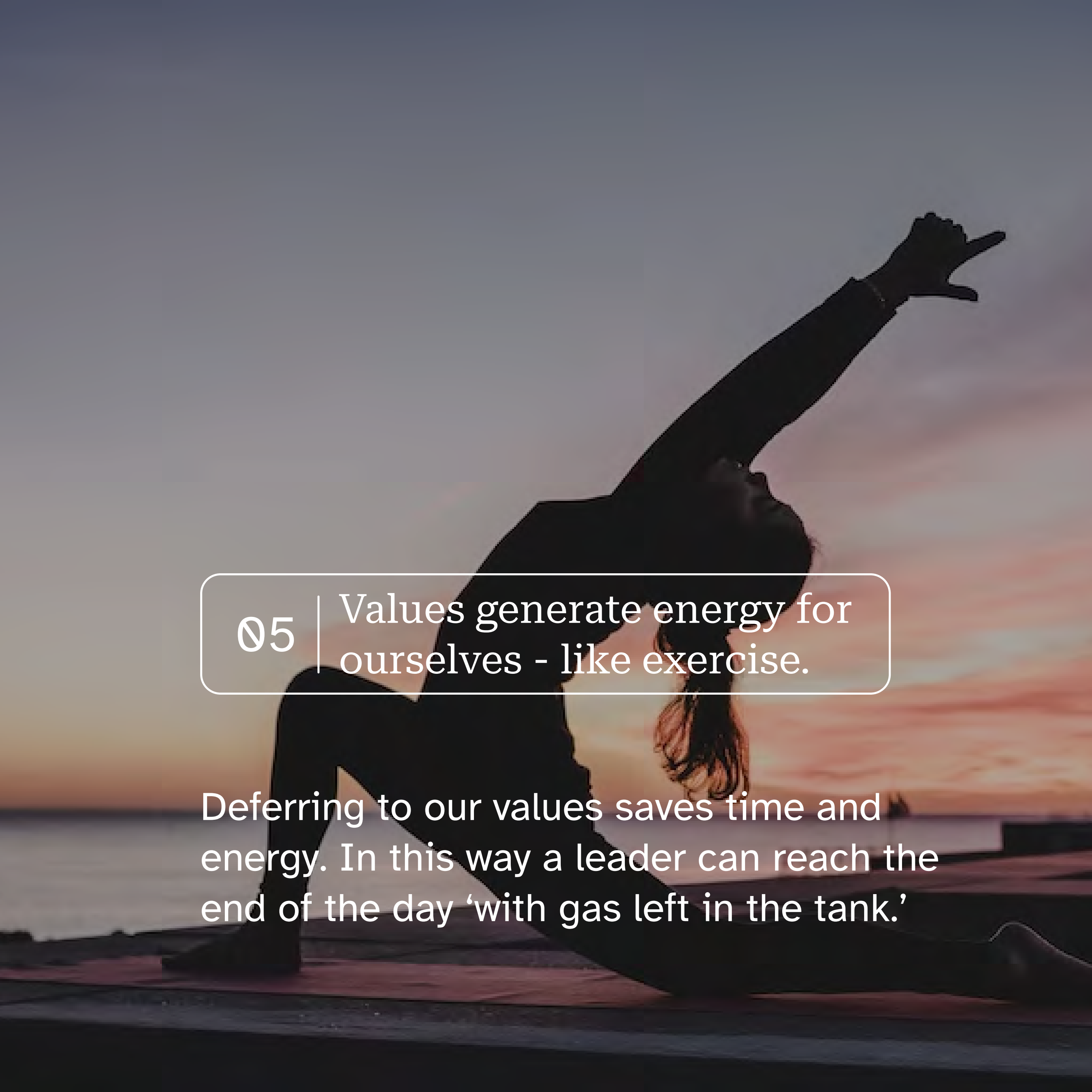


03 | Values are motivational
for ourselves and others

A close-up, slightly blurred photograph of a woman's face, focusing on her mouth and teeth as she smiles. Her hair is dark and voluminous, framing the right side of her face. The lighting is soft and warm, creating a positive and intimate atmosphere.

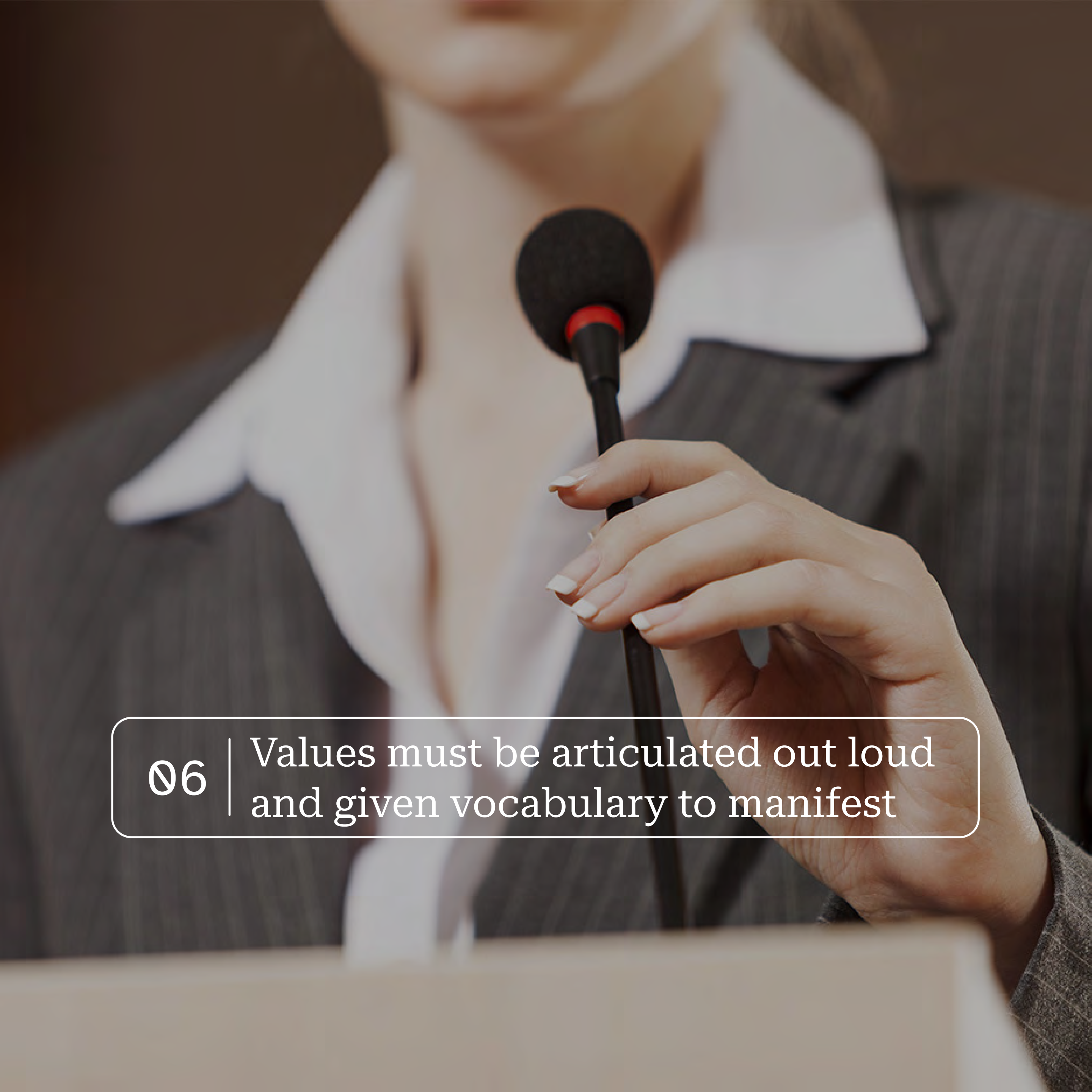
04

Values regulate our behaviour and
link closely with our emotions

A person in a black leotard is performing a backbend, with their head touching their knees and one arm extended upwards. The background is a soft, hazy sunset or sunrise over a body of water.

05 | Values generate energy for ourselves - like exercise.

Deferring to our values saves time and energy. In this way a leader can reach the end of the day 'with gas left in the tank.'

A close-up, slightly blurred photograph of a woman with blonde hair, wearing a grey pinstriped suit jacket over a white collared shirt. She is holding a black microphone with a red ring near the top. The background is dark and out of focus.

06 | Values must be articulated out loud
and given vocabulary to manifest

07

Some examples of personal values

Adaptability

Altruism

Courage

Family

Dependability

Flexibility

Generosity

Growth

Humility

Improvement

Inclusivity

Independence

Integrity

Learning

Open-mindedness

Respect

Supportiveness

Sustainability

Truthfulness

08 | Values come from



Family



Friends



Religion



Life experiences



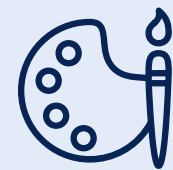
Colleagues



Sports teams



Culture



Art



Mentors



Teachers

A portrait of Dwight D. Eisenhower, an older man with light hair and blue eyes, wearing a dark suit and tie. He is seated and holding a pair of glasses in his right hand. The background is a textured, olive-green color.

09

Values are for the long run

"I have two kinds of problems:
the urgent and the important.
The urgent are not important, and
the important are never urgent."

President Dwight D. Eisenhower

"When the immediate takes precedent over the important – is when we lose sight of our values. We become reactive, fighting from one fire to the next."



Professor Skarlicki

10

Values are critical to decision making

Alice

Would you tell me, please, which way I ought to go from here?

That depends a good deal on where you want to get to.

Cheshire Cat

Alice

I don't much care where.

Then it doesn't much matter which way you go.

Cheshire Cat

A donut chart with a dark blue outer ring and a light blue inner circle. The dark blue ring represents 84% of the total, while the remaining 16% is a light yellow segment.

84%

of employees feel it's 'very important' or 'important' for them to work for an organization that positively impacts society.

Source: EY

12 | Defining your personal values takes time

“Sometimes you have to play a long time to be able to play like yourself.”

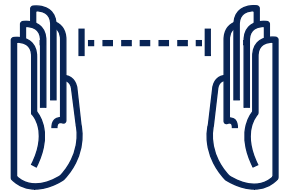
Miles Davis



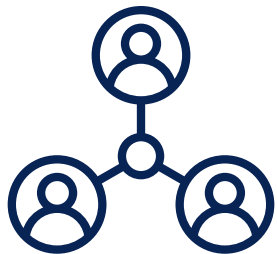
Define your personal values



Speak with your team.



Create a safe space
to talk about values.



Include other stakeholders
in the conversation

Formalize your values

01..... 02.....→

Review your regular tasks, programs and approaches – do they align with your values?

Audit your business school or department's processes, do these align with your values and sense of purpose?

For leaders in executive education, aligning our work with personal values, can be a powerful behavioural change driver for positive societal impact.

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