

Leading an Educational Revolution

Linking Personal and Institutional Values

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Welcome & Overview

- Setting the landscape
- Why values are important to leadership?
- Values-based leadership & Culture
- Strategies towards authentic leadership
- Call to action & Resources

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Where we are today . . .



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EXERCISE 1

If people were to identify your values as a leader based solely on what they see externally, what would they say?

<https://www.merri.com/3x1z716qjw>

- Things to think about . . .
 - What common values come up in the word cloud?
 - Do you think the values you hold are perceived by others?
 - Why is there sometimes congruity/incongruity between the values you hold and the values that are perceived?
 - Think of your institution, what are its stated values, and would you say those guide your policies, practices, decision-making, and daily interactions? Why or why not?

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AUTHENTIC LEADERSHIP



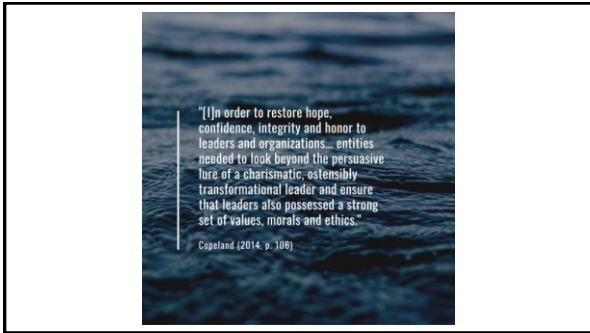
CONVICTION OF VALUES
 Authentic leaders are deeply aware of their values. They are genuine, reliable, trustworthy and build positivity. Authentic leaders are fair in their decision-making and look to grow the strengths of those around them.

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Values-based Leadership

- Values-based leadership (VBL) is grounded in morals and ethics (Copeland, 2014)
- Authentic, servant, and transformational leadership emphasize VBL (Copeland, 2014)

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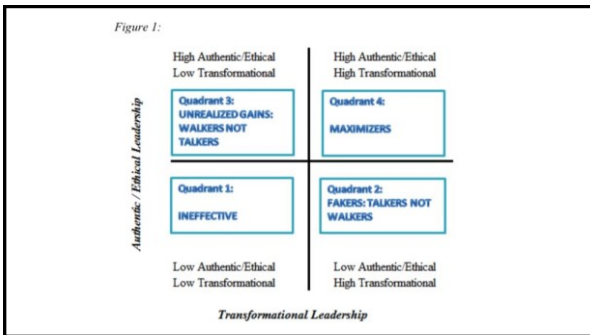


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Values-based Leadership - Continued

- What is it?
 - Values-based leadership is grounded in morals and ethics (Copeland, 2014)
 - Leadership approaches that emphasize values-based leadership include, authentic, servant, and transformational leadership (Copeland, 2014)
 - "As moral and ethical deficiencies became prevalent in many of the charismatic, dynamic and seemingly transformational leaders that had risen to prominence, scholars, practitioners and entire nations began to challenge the qualities needed for exemplary leaders. It became clear that in order to restore hope, confidence, integrity and honor to leaders and organizations, leadership theorist argued that entities needed to look beyond the persuasive lure of a charismatic, ostensibly transformational leader and ensure that leaders also possessed a strong set of values, morals and ethics" (Copeland, 2014, p. 106)
 - Lapses in values-based leadership and decision-making do not only happen in the corporate and nonprofit worlds; as the timely examples suggest, spending time reflecting on values is necessary.

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The model's proposed leadership outcomes are summarized in Table 6 as follows.

| Table 6: Outcomes of a Combination of Authentic, Ethical and Transformational Leadership | | | | |
|--|-----------------------|-----------------------|--|---|
| Quadrant | Authentic/ Ethical | Trans- formational | Model Classification | Proposed Leader and Organizational Effectiveness |
| Quadrant 1 | Low | Low | Ineffective | Fewer positive outcomes |
| Quadrant 2 | Low | High | Fakers: Talkers not Walkers | Misleading outcomes; Higher probability of negative results |
| Quadrant 3 | High | Low | Unrealized Gains: Walkers not Talkers | Fewer negative outcomes; long term outcomes not realized or maximized |
| Quadrant 4 | High | High | Maximizers | Highest positive short term and long term leader effectiveness outcomes |

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EXERCISE 2

Based on who you want to be as a leader, what are 2-3 core values you embody or want to embody?

- Things to think about . . .
 - How do your responses differ from the initial exercise?

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Reflection Questions

- How are our values (eg. equity) reflected in the work that we do as leaders? As an institution?
- How do we embody our values in the decisions that we make, how is this evident?
- What are warning signs when you are living outside of your values and what does alignment misalignment look like?
- Why is values-based leadership challenging at times for administrators? What is at risk?

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Looking at equity as a value not just an outcome . . .

- We have been working on equity for a while, but where are we today?
- Equity has to go beyond outcomes and trying to close gaps to a culture shift
- Who were our institutions founded for and who weren't they founded for? (Nicole and Wendy presentation slides from maintaining . . .)

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Call to Action

"Power in the hands of the reformer is no less potentially corrupting than in the hands of the oppressor" - Derrick Bell

- "As the rule makers, why don't we break them?"
 - If you are in a privileged position to enact change, will you do so?
- We all have spheres of influence regardless of title or position.
- What can you do next to utilize values-based leadership?
 - What is one action you can take at the individual-level to tap into your own values more?
 - What is a strategy you can implement with your team and/or sphere of influence?

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QUESTIONS??
