



LEADER WORKBOOK

Discovering personal values for leaders

Values Navigator™ for leaders discovering personal values

Values are standards of behavior; one's judgment of what is important in life.

They highlight what we stand for. Values guide our decisions and behaviors, providing us with a personal code of conduct. Values are intended to inspire positive behaviors rather than become buzzwords that excite people with no substance behind them.

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This resource is for you if...

- You are a leader who is new to the company or organization.
- You have recently been promoted to a higher level of leadership within your organization.
- You are leading a special project or other ad hoc team.
- You are an experienced leader who has yet to intentionally consider your values and how they will define your leadership style.



GETTING STARTED



Do you want to be a values-driven leader?

As a leader, your core values – whether unconsciously lived or intentionally developed – determine how you “show up” with your team, prioritize and execute work, and accomplish goals. How you choose to put your values into action each day will create and influence the environment in which you and your team work as well as the level of success you can accomplish.

Leaders who abide by their values earn respect and commitment from their teams. Those who claim a set of values but whose decisions and actions are in direct conflict with those values, quickly lose credibility and trust.

From a business perspective, values-driven leadership, when integrated into an organization’s ways of working, drives compelling results, such as:

- Cost savings from lower turnover as a result of higher employee retention, fulfillment, and satisfaction
- Revenue increases from better bottom-line performance due to improved customer satisfaction and client relations

In short, values-driven leaders leverage their values to amplify behaviors that increase success for themselves, their teams, and their organizations.

What specifically about becoming a values-driven leader is important to you?

PART 1




Clarify your personal values

Understanding that values provide the foundation for your decisions and conduct, we invite you to clarify your values through the following steps. Then, take time to reflect on how your personal values connect to the values of the organization.


STEP 1: Sort the Values Navigator™ Cards

Lay out all 88 cards with pictures and words facing up. Start to consider which values are important to you and which are not. As you do, sort them into 3 piles:




YES

These values are essential to who I am and the way I work. Even without consciously thinking about them, these values drive my choices and actions.



MAYBE

These are values that are also important to me, but perhaps not as much as those in the “Yes” pile. I want to consider and revisit these.



NO

These values don't reflect my guiding principles or ways of working.

Keep the “Yes” and “Maybe” piles in front of you. Place the “No” pile aside.

STEP 2: Create groups based on your definitions

Often at this point, you may find you have cards that have similar connotations.

- From the cards in your “Yes” and “Maybe” piles, create 5 (or fewer) new piles. Group cards with words that have similar definitions and meanings to you, as shown in Example 1.
- Within each of the 5 (or fewer) piles, now select the one card with the word that you think best defines the entire group.
- Set these “top-of-the-pile” cards directly in front of you.
- Scan the remaining cards. Are there any that you feel strongly need to be included to represent your core values? If so, add those to the final pile. If not, add them to those you've already discarded.
- Now, review your final cards and reflect on why you believe these values are most important to you.

Example 1

Group 1	Group 2	Group 3
Agility	Responsibility	Joy
Flexibility	Rigor	Enthusiasm
Freedom	Pragmatism	Engagement
Creativity	Hard Work	Love

PART 1



Clarify your personal values

Now that you have the individual words, it's important to define them to create meaning for you. Once you've defined your core values, the next step is translating them from simple words into unmistakable actions. By creating a "this means I" statement, you will pinpoint how your values are evident in your choices and behaviors.

Value	Definition <i>What this value means to me</i>	How it shows up <i>This means I...</i>
Example: Growth	Example: Actively learning new skills and strengthening existing capabilities are core to our work.	Example: This means I take an interest in my team's development goals and proactively look for opportunities that will support their growth.
1.		
2.		
3.		
4.		
5.		

PART 2



Align with company values

Great work! Identifying your own core values first, then pinpointing how you will act on those values is essential to connecting the dots to your organization's values and ways of working. In this step, you'll identify how your values align with your organization's values.

First, list your company's values here:

1		2		3	
4		5		6	

Next, consider how your personal values align with company values. If it's difficult to make a direct connection from your personal values to your company values, consider how your values align with other company principles, objectives, strategic priorities, ways of working, and more.

My value	Related company values, principles, objectives, strategic priorities, etc.
<i>Example:</i> Growth	<i>Example:</i> My value of growth connects with the company's value of innovation because innovation requires new ways of thinking about existing and new products. This means I ask questions about what our customers need in order to create new products to serve them.
1.	
2.	
3.	
4.	
5.	

PART 3



Exemplify your values at work

As a leader, once you've defined and aligned your core values, discussing and demonstrating them is an important component of building trust, setting expectations, and leading with integrity. Being a **values-driven leader** means you will strive to live your values each day in all you do.

Use the space below to plan how you will share your personal values with your team and other colleagues. How will they know you're living your values? What habits will you adopt to demonstrate your values? How will your values influence your communication style? How do your team members and colleagues hold you accountable?

VALUE:

Example: Relationship

FREQUENCY:

Example: Weekly Team Meetings

HABIT:

Example: I will start each meeting with an exercise to support team members in building stronger relationships with each other and with me.

VALUE:

FREQUENCY:

HABIT:

VALUE:

FREQUENCY:

HABIT:

VALUE:

FREQUENCY:

HABIT:

What's next? Exploring individual and team values can have a powerful impact on performance. Contact us to discuss conducting a Values Navigator™ session with your team at: learnmore@bluebeyondconsulting.com or 510-733-5417.

valuesnavigator™

CONTACT US:

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Blue Beyond is a management consulting firm that specializes in the people side of business – culture, talent, organizational effectiveness, change management, communications, and diversity, equity, and inclusion. We serve clients throughout North America and globally, including Fortune 500 companies, non-profits, universities, and small- and mid-sized firms. Founded in 2006, Blue Beyond is headquartered in the San Francisco Bay Area with additional team members across the U.S.

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