



Leadership Values Assessment Jackie Hopkins

STRENGTHS

The following, in no special order, represents concurrence on what your assessors wrote in as your strong points:

- Gets things done
- Knowledge of the business
- Self-confidence and belief in own analyses
- Positive and proactive demeanor
- Analytical skills

ASSESSMENT RESULTS

- Your assessors chose two of your ten values. These are the values that are coming across loud and clear:

commitment

trustworthy

- There are ten values/behaviors that were chosen by your assessors that are not on your list. These are their perception of your values. Are you aware of them? Comments?

ambitious

results orientation

long hours

positive attitude

internally competitive



demanding

enthusiasm

experience

productivity

supportive

- You are a particularly dynamic leader as reflected by the values of **positive attitude** and **enthusiasm**.
- The values of **commitment** and **ambitious** reveal your dedication to the company.
- Your assessors see you as someone who meets objectives with your focus on **results orientation** and **productivity**.
- People respect the **experience** that you bring to the table. They appreciate your ability and willingness to be **supportive**.
- They know that they can rely on you with your **trustworthiness**.
- The Health Index (PL 9-3) shows three potentially limiting values in your assessors' list. This shows that fear is behind how decisions are made or how your people are managed and/or motivated. What is the meaning and ramifications of the following for you?

Long Hours The expectation that people are to work more than what is healthy shows disrespect for the needs of the employees. This becomes damaging if this is a long-term dynamic. Burnout and resentment can become the by-products.

Internally competitive is potentially limiting when it prevents open communication and the sharing of information, resources or ideas. The focus is on self-interest rather than the common good.

Demanding may be potentially limiting when a person dictates rather than discusses what needs to be done. It may also reflect a desire for high standards or an unreasonable expectation of the amount of work to be produced.

- Your Balance Index (IRO 5-3-2) is near exact to that of your assessors (IRO 5-2-2).
- There is 50% alignment between the two sets of values. This, along with two values matches, indicates that you have some degree of self-awareness.



- Your values are distributed across five of the seven levels of consciousness with no predominance at any level. Your assessors' values are distributed across three of the seven levels of consciousness with predominance at level 3 - Manager/Organizer and level 5 - Integrator/Inspirer. Your assessors hold you in different regard than you hold yourself (see figure 2). When values are missing in a level, it indicates one of three things. It may mean that 1) the issues for that level are already handled; 2) it may be a blind spot; or 3) it may indicate the next step of leadership evolution. What is the case behind your empty level(s)?

YOUR STATED STRENGTHS

- Business knowledge
- Work through challenges to get them done, correctly
- Understanding the impact of choices, especially in business
- Staying calm under pressure (handling stress at work)
- Attention to detail



LEADERSHIP DEVELOPMENT – NEXT STEPS

VALUES

1. The values that you chose which were not in your Assessor's Top Values list tallied as follows:

YOUR VALUES	NUMBER OF VOTES RECEIVED
accountability	2
excellence	3
global perspective	2
innovation	0
long-term perspective	1
making a difference	1
reliable	4
risk-taking	1

Are these important to you? What do they mean to you and how might you convey them so that they are more fully experienced or demonstrated?

AREAS FOR IMPROVEMENT

2. Reports – standardize them and their scheduling for all, and evaluate results and prepare report on them on a quarterly basis.
3. Conflict – do not take criticisms personally. Avoid blame. Deliver tough feedback to employees to help them in the long-term.

YOUR DEFINED AREAS FOR IMPROVEMENT

- Become better at giving clear, direct instructions
- Become more approachable, especially when my directions are unclear
- Be a better communicator (I get too detailed)
- Communication skills in general (speaking to groups, etc)
- Organizational skills (I'm too messy)
- Management skills (I'm not necessarily consistent among people)

YOUR COMMENTS ON WHAT YOU ARE DOING TO CHANGE

- I'm aware of some of my issues, but I have not made significant changes. Re: organization, I try to pile things up out of site instead of plain site since moving to more high profile office.



SEVEN LEVELS OF LEADERSHIP CONSCIOUSNESS

The principal focus of the lower levels of leadership consciousness is on creating a financially stable organization with a strong customer base that has efficient systems and processes.

The principal focus of the transformation level of leadership consciousness is to promote a climate of continuous learning and employee empowerment so that the organization can be responsive and adaptable to changes in its internal and external environment.

The principal focus of upper levels of leadership consciousness is to create a vision, mission and values for the organization that builds internal and external connectivity through strategic alliances and makes a contribution society.

The seven levels of leadership are described below in detail.

LEVEL 1: THE CRISIS DIRECTOR/ACCOUNTANT

Level 1 leaders understand the importance of profit and shareholder returns. They manage their budgets meticulously. They look after the health and safety of employees. They are appropriately cautious in complex situations. They maintain a long-term perspective while dealing with short-term issues and goals. They promote a culture of compliance, but go no further than they have to in satisfying legal regulations. One of the most important attributes of level 1 leaders is the ability to handle crises. When the survival of the organization is threatened, they know how to take control. They are calm in the midst of chaos and decisive in the midst of danger. Dealing with difficult urgent situations often forces leaders to behave like authoritarians. However, when leaders operate as authoritarians on a regular basis, they quickly lose the trust and commitment of their people. Very often the reason leaders use a dictatorial style to get what they want is because they find it difficult to relate to people in an open and effective way. Authoritarians are not used to asking for things. They are more comfortable giving orders. They are afraid to let go the reins of power because they have difficulty in trusting others. The greater their existential fears, the more risk-averse they become. They are quick to anger and are unable to discuss emotions. If they have insecurities around money, they will exploit others for their own ends. They are greedy in the midst of plenty and enough is never enough. Fear-driven authoritarians create unhealthy climates in which to work.



LEVEL 2: THE RELATIONSHIP MANAGER/ COMMUNICATOR

Relationship managers handle conflicts easily and invest a lot of time in building harmonious working relationships. They do not run away or hide from their emotions. They use their relationship skills to handle difficult interpersonal issues and their communication skills to build loyalty with their employees. They deliver good news and bad news to all staff. They believe in open communication. They acknowledge and praise staff for a job well done. They are accessible to their employees and not stingy with their time. They are actively involved with customers and give priority to customer satisfaction. However, when leaders have fears about being liked, or are afraid to deal with their own or others' emotions, they avoid conflicts, are less than truthful in their interpersonal communication, and resort to manipulation to get what they want. They protect themselves by blaming others when things go wrong. Relationship managers are often protective of their people, but demand loyalty, discipline and obedience in return. They readily embrace tradition and often operate as paternalists. Paternalists find it difficult to trust people who are not part of the family. They are secretive and engage in mafia politics. This lack of trust in outsiders by paternalist leaders can severely limit the pool of talent that the organization can draw on. Because paternalists demand obedience they tend to crush the entrepreneurial spirit of employees. Paternalism frequently shows up in family-run businesses.

LEVEL 3: THE MANAGER/ORGANIZER

Managers bring logic and science to their work. They use metrics to manage performance. They build systems and processes that create order and efficiency and enhance productivity. They are logical and rational in making decisions. They have strong analytical skills. They think strategically and move quickly to capitalize on opportunities. Inwardly focused managers are good at organizing information and monitoring results. Outwardly focused managers anticipate workflow problems and get things done. They plan and prioritize their work and provide stability and continuity. They create schedules and enjoy being in control. They are focused on their careers and willing to learn new skills if it will help them in their professional growth. They want to learn the latest management techniques so they can drive towards quality and excellence. They want to be successful and they want to be the best. When managers' needs for self-esteem are driven by subconscious fears, they become hungry for power, authority or recognition, or all three. They build empires to display their power. They build bureaucracies and hierarchies to demonstrate their authority. They compete with their colleagues to gain recognition. Their need for self-esteem can lead them to work long hours and neglect their families. Image is important to them and they will play office politics to get what they want.



LEVEL 4: THE FACILITATOR/INFLUENCER

Facilitators seek advice, build consensus and empower their staff. They recognize that they do not have to have all the answers. They give people responsible freedom; making them accountable for outcomes and results. They research and develop new ideas. They consistently evaluate risks before embarking on new ventures. They resist the temptation to micro-manage the work of their direct reports. They promote participation, equality and diversity. They ignore or remove hierarchy. They are adaptable and flexible. They embrace continuous learning. They actively engage in their own personal development and encourage their staff to participate in programs that promote personal growth. They are looking to find balance in their lives through personal alignment. Balance leads to detachment and independence, and allows them to become objective about their strengths and weaknesses. They are learning to release their fears so they can move from being outer-directed to being inner-directed. They are in the process of self-actualization. As they let go of the need for outer approval, they begin to discover who they really are. They become enablers of others, encouraging them to express themselves, and share their ideas. They encourage innovation. They focus on team building. They enjoy challenges and are courageous and fearless in their approach to life. Facilitators are in the process of shifting from becoming a manager to becoming a leader.

LEVEL 5: THE INTEGRATOR/INSPIRER

The integrator/inspirer builds a vision and mission for the organization that inspires employees and customers alike. They promote a shared set of values and demonstrate congruent behaviors that guide decision-making throughout the organization. They are living examples of values-based leadership. They build cohesion and focus by bringing values alignment and mission alignment to the whole company. In so doing, they enhance the company's capacity for collective action. They exploit opportunities for collaboration. By creating an environment of openness, fairness and transparency, they build trust and commitment among their people. The culture they create unleashes enthusiasm, passion and creativity at all levels of the organization. They are more concerned about getting the best result for everyone rather than their own self-interest. They are focused on the common good. They walk their talk. They are creative problem solvers. They view problems from a systems perspective, seeing beyond the narrow boundaries of cause and effect. They are honest and truthful and display integrity in all they do. They feel confident in handling any situation. This confidence and openness allows them to reclassify problems as opportunities. They clarify priorities by referring to the vision and mission. They display emotional intelligence as well as intellectual intelligence. Integrator/Inspirers are good at bringing the best out of people.



LEVEL 6: MENTOR/PARTNER

Mentor/partners are motivated by the need to make a difference in the world. They are true servant leaders. They create mutually beneficial partnerships and strategic alliances with other individuals or groups who share the same goals. They collaborate with customers and suppliers to create win-win situations. They are active in the local community, building relationships that create goodwill. They recognize the importance of environmental stewardship, and will go beyond the needs of compliance in making their operations environmentally friendly. They display empathy. They care about their people, seeking ways to help employees find personal fulfillment through their work. They create an environment where people can excel. They are active in building a pool of talent for the organization by mentoring and coaching their subordinates. They are intuitive decision-makers. They are inclusive. They are on top of their game.

LEVEL 7: WISDOM/VISIONARY

Wisdom/visionary leaders are motivated by the need to serve the world. Their vision is global. They are focused on the questions, "How can I help?" and "What can I do?" They are concerned about the state of the world. They also care about the legacy we are leaving for future generations. They are not prepared to compromise long-term outcomes for short-term gains. They use their influence to create a better world. They see their own mission and that of their organization from a larger, societal perspective. They are committed to social responsibility. For them, the world is a complex web of interconnectedness, and they know and understand their role. They act with humility and compassion. They are generous in spirit, patient and forgiving by nature. They are at ease with uncertainty and can tolerate ambiguity. They enjoy solitude and can be reclusive and reflective. Level 7 leaders are admired for their wisdom and vision.