



BARRETT VALUES CENTRE

Leader Self-Assessment

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LEADERSHIP FRAMEWORK

This framework is designed to help leaders embrace an authentic leadership style and recognise their true cultural impact. It is divided into seven levels addressing different, equally significant business needs.

BARRETT LEADERSHIP MODEL



Management: Levels 1-3 address the actions necessary to support the foundational needs of the organisation - the "what" of a business.

Transformation: Level 4 is the transition space between Leadership and Management. It reflects one's openness to change and new ideas as well as how to navigate that domain. This is the level where fears are faced and resolved. Thus, there are no 'Unhealthy Motivations' at this level and above.

Leadership: Levels 5-7 focus on creating a lasting impact with stakeholders in and outside of the the organisation - the "how" and "why" of a business.

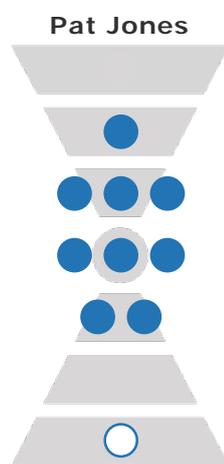
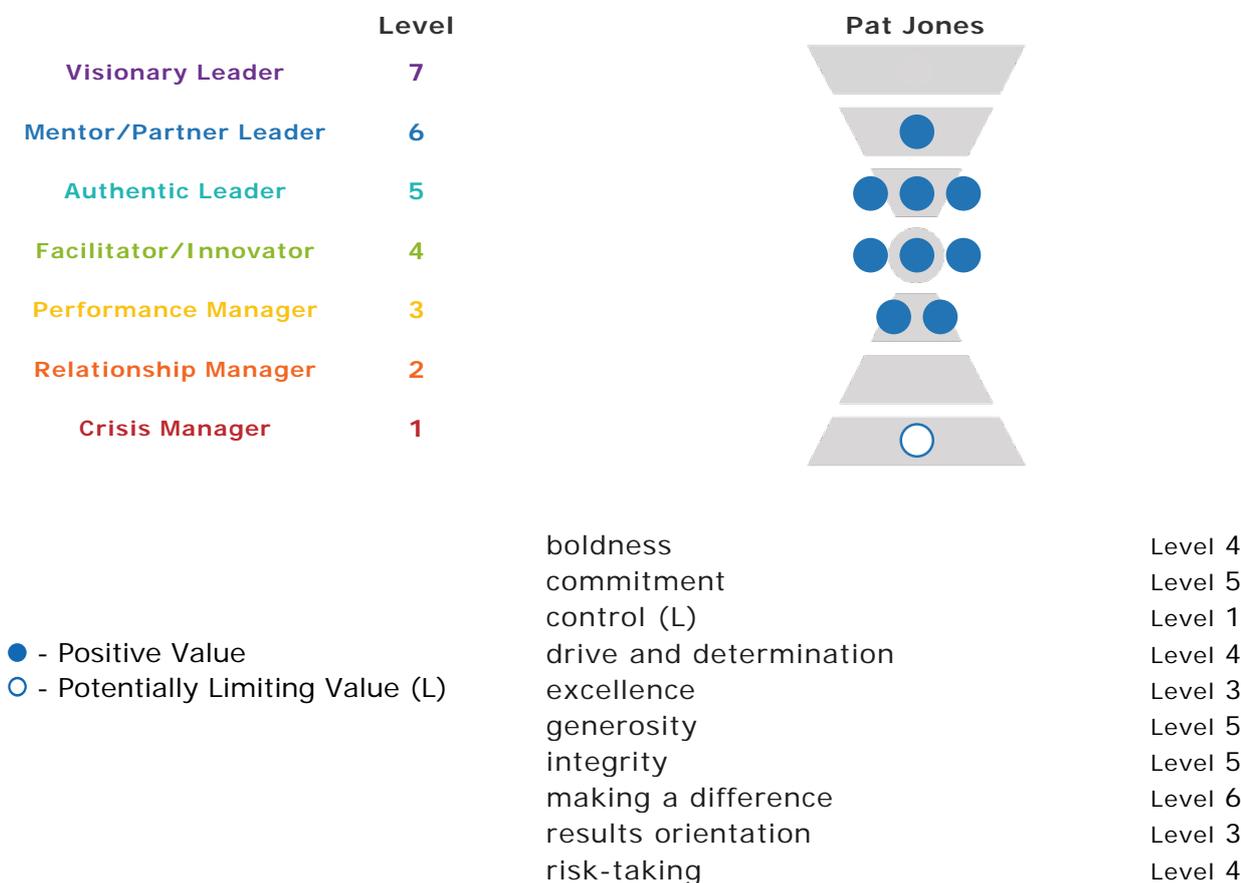
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IMPACT OF VALUES

People's values arise from life experiences, personality, family, or faith. They reflect core beliefs on how to lead an optimum life. They guide people's behaviours, actions and decisions.

A leader's values set the tone for employees on how to behave and how to advance in their careers. The impact of values on organizational culture, strategy, and objectives cannot be overstated. Understanding a person's leadership values, and their influence on people and the organization, can support more effective leadership.

There is no "right" set of values that define successful leadership. Each leader brings a unique combination of values that represents their strengths, drives, and desires. The purpose of this assessment is to help clarify why you behave the way you do, and how you can live your values more consciously and productively. Your values will be distributed across a variety of levels, which is normal and to be expected.



VALUES INTERPRETATION

POSITIVE VALUES

- Emphasis on meeting aims and objectives
- A sense of honour while seeking to the right thing
- Clear dedication that others can count upon
- Focus on others, with a giving and appreciative approach
- Focus on effective delivery and high standards
- A desire to leave the world a better place
- Willingness to change and try new approaches

POTENTIALLY LIMITING VALUES

- "Control" may imply a lack of trust in others and can impede creativity. Control may be positive when tied to financial matters.

ADDITIONAL QUESTIONS AND INSIGHTS

- Out of this list of 10 values, what three are most important to you? Why are they important?
- Which values do you think are recognised by the people you work with?
- Which ones would you like to come across more strongly?
- Do your leadership values reflect your authentic self?
- Which levels have the most values and greatest emphasis?
- Is the focus more on Managing or Leading?
- Empty levels can indicate a) areas adequately handled, b) outside one's expertise or a blind spot, or c) the next phase of leadership development.
- Values fall into four categories. Where is the most emphasis for you?
 - Individual characteristics
 - Relationship connections
 - Operational systems/processes/objectives
 - Societal contributions
- White dots, which represent potentially limiting values, typically reflect element(s) of fear. How are they affecting the people around you and possibly hindering the progress you want to make? If replaced with a positive value, what would it be?
- How do your values support the organisation's strategic aspirations?
- For ongoing leadership development, consider using Barrett Values Centre's 360-degree [Leadership Values Assessment](#) or [Leadership Development Report](#).
- For evaluation of your organisation's culture: [Culture Assessment](#).

BARRETT LEADERSHIP MODEL

The principal focus of Levels 1-3 is on creating a financially stable organisation with a strong customer base that has efficient systems and processes. The purpose of Level 4 is to promote continuous learning and employee empowerment so that the organisation can be responsive and adaptable to changes in its internal and external environments. The goal of Levels 5-7 is to provide the vision, mission and values for the organisation to build internal and external connectivity through strategic alliances and to have a positive contribution on society.

LEVEL 1: CRISIS MANAGER

Crisis Managers understand the importance of financial stability and/or shareholder returns and look after the health and safety of employees. One of the most important attributes of these leaders is the ability to handle crises. They are calm and decisive in the midst of chaos and uncertainty.

The potentially limiting aspects of this level are generated from fears about not having enough authority or power. The greater their fears, the more controlling and cautious these leaders become.

LEVEL 2: RELATIONSHIP MANAGER

Relationship Managers invest time in building harmonious working relationships, both internally and externally. They communicate and listen, respect with their employees and customers, and are willing to address difficult interpersonal issues in a timely manner.

The potentially limiting aspects of this level stem from fears about not being liked, and/or not getting what they want from others. Consequently, they avoid conflicts and responsibility and may take actions that please others but go against what they believe to be right.

LEVEL 3: PERFORMANCE MANAGER

Performance Managers focus on excellence and delivering results. They build systems and processes that create order, efficiency, and enhance productivity. They are logical and rational decision-makers and move quickly to capitalise on opportunities. They want to be successful and be the best.

When Performance Managers lack self-esteem, they often use their power and position to strengthen their sense of self. They build hierarchies to demonstrate their authority. Image and status may be important to them and they might play office politics or become overly demanding to get what they want.

LEVEL 4: FACILITATOR/INNOVATOR

Facilitator/Innovators seek advice, build consensus, and empower their team members. They support the development of new ideas and embrace continuous learning. They become enablers of others, encouraging them to express themselves, share their ideas and be accountable for their actions. They promote team building. They courageously take on challenges. This is the transition space from being a manager to becoming a leader.

LEVEL 5: AUTHENTIC LEADER

Authentic Leaders are role models for being values-driven and demonstrate congruent behaviours. By creating an environment of openness, transparency, and fairness, they build trust and commitment. They often demonstrate enthusiasm, passion, and creativity. They are honest and truthful and display integrity in their endeavours.

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LEVEL 6: MENTOR/PARTNER LEADER

Mentor/Partner Leaders are motivated by a desire to make a difference in the world. They are true servant-leaders who care about their people, seeking ways to help them find fulfilment through their work. They are active in building talent for the organisation by mentoring and coaching. They collaborate with others to create win-win scenarios.

LEVEL 7: VISIONARY LEADER

Visionary Leaders have a long-term perspective. They are legacy-focused and committed to social responsibility. They act with humility and compassion. They are at ease with uncertainty and can tolerate ambiguity. They can be solitary and reflective. Level 7 leaders are admired for their wisdom and vision.

For more resources, please visit our website:

www.valuescentre.com