



# Leadership Values Assessment

## John Leader

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Values stand at the very core of human decision making. Becoming conscious of them and examining them, helps to ground us in our understanding of how we interact with the world and people around us. This assessment provides an opportunity for you to examine your values and how others perceive you. The report contains eight **Sections**.

**1. Strengths:** These are your stated strengths and the strengths that people see in you. Notice the similarities and explore the differences.

**2. Values Distribution:** Your chosen values show if there are concentrations or gaps at particular levels and what these may indicate about you and your style. This section examines to what extent your values have an individual focus, a relationship focus, an organisational focus, and a societal focus.

### **3. Values Matches and Differences:**

This section examines the values that are similar and different between you and your assessors and what key themes are present in these values.

**4. Alignment and Distribution of all Values:** Here you will note the alignment between the values that you and your assessors chose, as well as the distribution of all of the values that they have chosen for you across the seven levels.

**5. Areas for Improvement:** In this section, you can see how your stated areas for improvement are similar to or different from those your assessors would like to see you work on.

**6. Entropy:** The Entropy section examines the extent to which any potentially limiting values chosen by you or your assessors may be impacting your effectiveness.

**7. Direct Feedback:** This section contains the direct feedback that your assessors wanted you to have, either with their names attached or anonymously.

**8. Recommendations:** The Recommendations section is provided to help guide you in developing an action plan and determining your next steps.





### YOUR STATED STRENGTHS

These are the strengths that you have noted for yourself:

- **Lateral thinking**
- **Hard working and dedicated**
- **Accountable**

*What similarities  
do you see in the lists?*

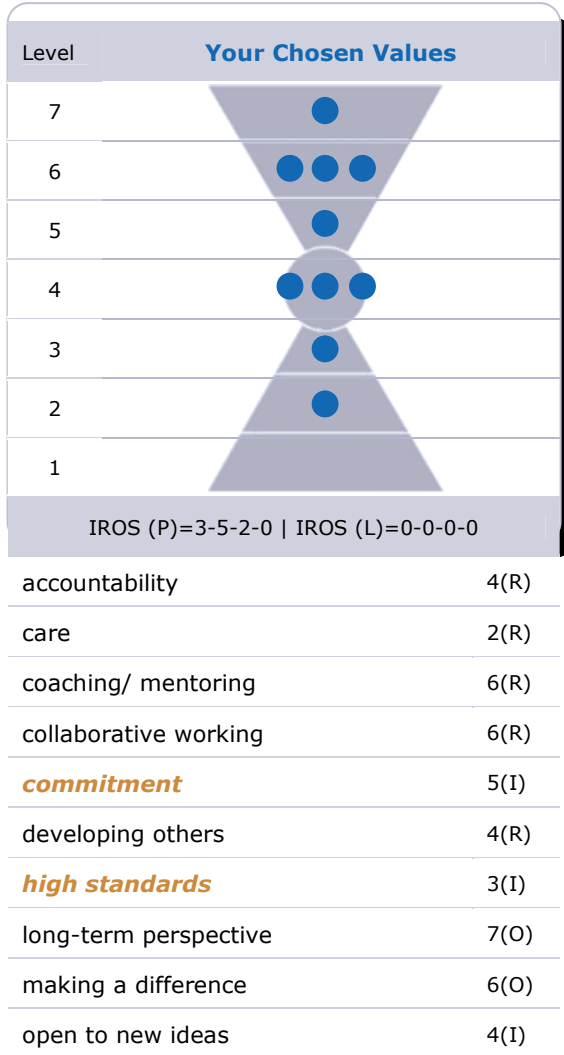
*Where do you see differences?*

*What surprises do you find?*

### YOUR ASSESSORS' VIEW OF YOUR STRENGTHS

Your assessors were asked to describe your strengths as a leader.  
This list represents the areas of consensus from the comments of your assessors:

- **Leads by example**
- **Methodical**
- **Makes time for others**
- **Knowledgeable**
- **Attention to detail**
- **Financial skills**
- **Integrity**
- **Excellence**
- **Financial acumen**
- **Commitment**



**VALUES CONCENTRATION**

This plot of your chosen values shows their distribution across the seven levels of leadership and indicates where there are areas of concentration and where there are gaps. Your values are distributed across six of the seven levels of consciousness with concentration at:

**Level 6 - Mentor/Partner**

**Level 4 - Facilitator/Influencer**

Level 6 leaders strive to make a difference in the world. They are servant-leaders who care about their people and seek ways to help employees find fulfilment in their work. They collaborate with customers and suppliers to create win-win situations.

Level 4 leaders empower their staff and encourage accountability. They focus on team building and innovation. They enjoy a challenge.

*Does this reflect your perception of your leadership style? If so, what resonates with you? If not, think about what differences you note and why this description does not fit with how you see yourself.*

**VALUES GAPS**

When values are missing in a level, this could mean that 1) you already display a high level of competence at that level; 2) this is a blind spot or an area in need of attention; 3) this is the next step in your leadership evolution, or 4) it may be a combination of the aforementioned, e.g. the level is partly handled, but there also may be blind spots or areas for development.

Levels 1 through 3 address the fundamental issues of financial needs, the ability to relate to people and the focus on managing performance and processes. Level 4 reflects a leader’s willingness to change and invite employee participation. Levels 5, 6 and 7 speak to a leader’s ability to inspire others and to build a team that demonstrates ownership and cohesion. These upper levels also reveal the attention placed on working in partnership with others, whether internally or externally, and on serving a greater good.

Leaders who learn to master the needs of each level are the most resilient and successful leaders because they have the ability to respond appropriately to all internal challenges and external issues while taking advantage of opportunities for the organisation to grow and develop.



You selected no values at:

### **Level 1 - Crisis Director**

Level 1 leaders understand the importance of a strong bottom line, and maintaining the health and welfare of its employees.

*What do you think is the reason behind your empty level(s)?*

### **IROS – Balance of Values**

Each of the values you chose can be classified as either an “**I**ndividual”, “**R**elationship”, “**O**rganisational” or “**S**ocietal” type value – this gives us the IROS index.

IROS (P) = 3-5-2-0

IROS (L) = 0-0-0-0

This indicates you see your leadership style to be centred on how you interact with others.

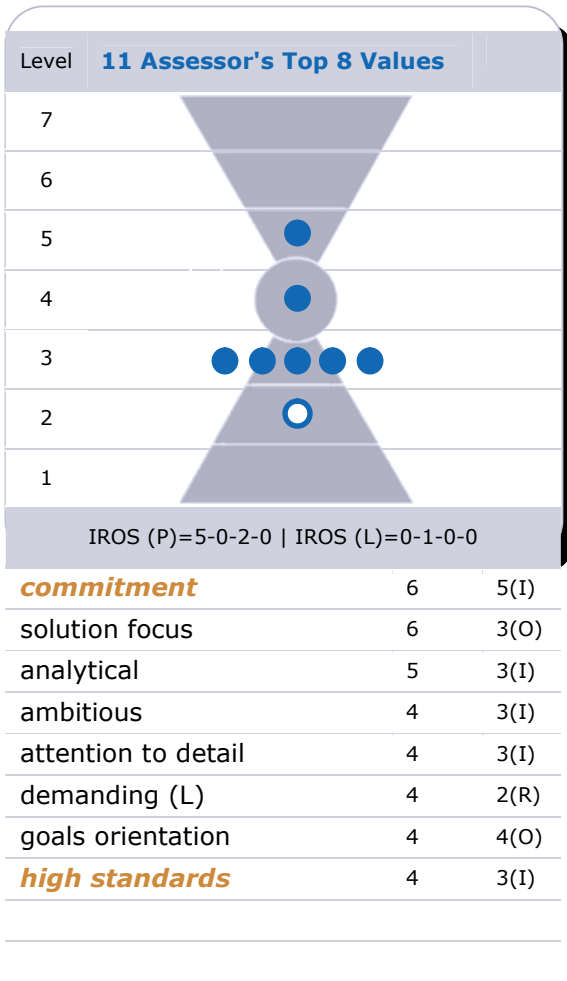
A concentration of “individual” type values indicates that you are focused on your individual accountabilities and success.

A concentration of “relationship” type values shows that your leadership style is centred on the way in which you connect with others.

A concentration of “organisational” type values reveals a focus on managing performance and processes that support the success of the organisation.

“Societal” type values show the attention you give to supporting the greater good.

*What do you see in this distribution and is this how you see yourself in terms of personal focus, focus on your relationships, focus on business practices and focus on societal issues?*



**VALUES MATCHES**

Your assessors chose two of your values. People see these values as an integral part of your leadership style:

- VALUE (VOTES)**
- commitment (6)**
- high standards (4)**

**ADDITIONAL VALUES YOU DEMONSTRATE**

Your assessors selected six values / behaviours that are not on your list. These are values that they see in you:

- VALUE (VOTES)**
- solution focus (6)**
- analytical (5)**
- ambitious (4)**
- attention to detail (4)**
- demanding (4)**
- goals orientation (4)**

*What do you find surprising in the values that you see in this list? Do these resonate with you?*

**KEY THEMES**

- Dedication and drive to be successful and meet your objectives**
- Examining possibilities and using a thorough approach to problem solving**
- Setting high expectations**

Additionally your assessors selected one potentially limiting value in your top values:

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



### **YOUR VALUES NOT CLEARLY DEMONSTRATED**

These are the values that you chose, which were not in your Assessors' Top Values list:

#### **VALUE (VOTES)**

**accountability (3)**

**long-term perspective (3)**

**coaching/ mentoring (2)**

**collaborative working (2)**

**open to new ideas (2)**

**care (1)**

**developing others (0)**

**making a difference (0)**

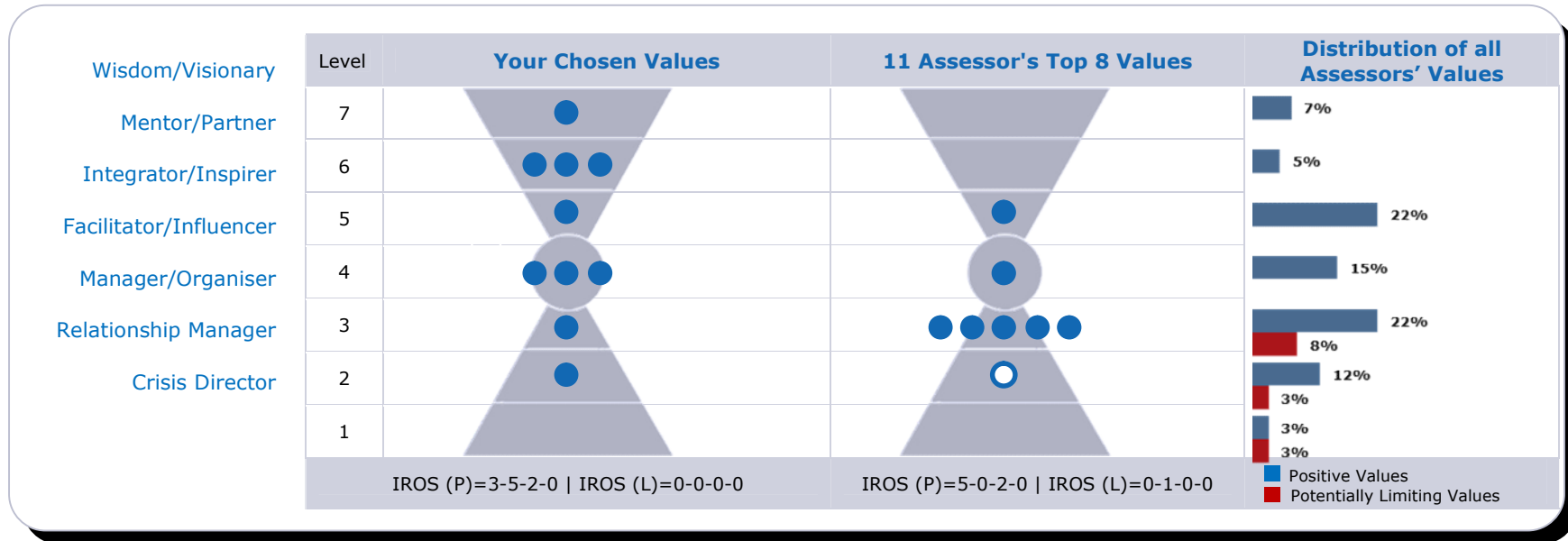
Examine what these values mean to you.

*Is it important to you to have these values better recognised by others?  
If so, why? If not, why not?*

If you want your values to come across more strongly:

Tell your assessors that you have determined that these values are important to you and ask for their help in identifying behaviours that reflect these values.

Invite people to tell you when your behaviours are not in accordance with these values.



**VALUES CONCENTRATION**

Your assessors see your values focused at Level 3 - Manager/Organiser which is not aligned with the values you have chosen.

Your assessors see top positive values in three of the seven levels. They did not choose top positive values in:

- Level 1 - Crisis Director**
- Level 2 - Relationship Manager**
- Level 6 - Mentor/Partner**
- Level 7 - Wisdom/Visionary**

*Why do you think values are missing from these levels?*

The distribution of all values chart shows you the percentages of values at each level chosen by your assessors.

When we look at the distribution of all of the values chosen by your assessors, we also see concentration at:

- Level 3 - Manager/Organiser**
- Level 4 - Facilitator/Influencer**

The **Manager/ Organiser** focuses on excellence and uses metrics to manage performance. Leaders at this level build systems and processes that create order, efficiency, and enhance productivity. They think strategically and are rational decision- makers. They want to be

successful and they want to be the best. When manager's needs for self-esteem are driven by subconscious fears, they become hungry for power, authority, or recognition, and will work long hours to get the status they think they deserve.

The **Facilitator/ Influencer** seeks advice, builds consensus and empowers their staff. They research and develop 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 enjoy challenges and are courageous in their approach to life. Facilitators are in the process of shifting





from becoming a manager to becoming a leader.

### **IROS – Balance of Values**

Your assessors see your values types as:

IROS (P) = 5-0-2-0

IROS (L) = 0-1-0-0

This is different to your score of:

IROS (P) = 3-5-2-0

IROS (L) = 0-0-0-0

Your assessors do not see the emphasis on building strong connections with others that you do.



### **YOUR DEFINED AREAS FOR IMPROVEMENT**

These are areas you would like to develop:

- Work and home life balance
- Reduce long hours that we are currently working.
- Respond proactively to problems

*Why are these areas important for you to strengthen? What would they add to your leadership style?*

### **ASSESSORS' SUGGESTIONS FOR IMPROVEMENT**

These are areas where there is consensus from your assessors on how you can strengthen your leadership style:

1. People want you to work to handle conflict more effectively.
2. Improve your communication with others. People find you difficult to understand and want greater clarity around your calendar.
3. Be more decisive.
4. Make the time to show appreciation for the efforts of others.
5. Don't take on too much and ensure you prioritise effectively to deliver on promises. Be mindful also of the impact on others.

*Sometimes criticism can be difficult to hear. What areas are you surprised by, if any? What is different about what your assessors have said and what you have said? What is similar?*

*Are there points you disagree with? If so, think about why these issues may have come up for people around you.*



Personal entropy is calculated by determining the percentage of votes by your assessors for potentially limiting values. Potentially limiting values are found only at levels 1, 2 and 3.

	Level 1	Level 2	Level 3
	controlling (2) over-managing (1)	demanding (4) being liked (1) blame (1)	long hours (3)
<b>Votes for Potentially Limiting Values and Percentage of Total</b>	3% of total votes	5% of total votes	3% of total votes

12 out of 110:  
11% of total votes



### PERSONAL ENTROPY TABLE

Your level of personal entropy as seen by your assessors is counterproductive to what you are trying to achieve (11%). Become aware of how your behaviours and actions are adversely affecting the people around you, your decision-making processes and/or your sense of work/life balance. Identify what steps you need to take to reduce your level of personal entropy.

*What surprises do you find in this table? What do these words and behaviours indicate to you about your leadership style?*

### YOUR ACTIONS FOR CHANGE

This is what you say you are doing to improve.

- Developing support teams to assist and share work load.
- Trying to be proactive and pre-empt problems
- Holding employees accountable for performance

*How will these improvements support you? How might they address the improvements that your assessors have suggested?*



Here is the feedback your assessors wanted you to read.

- Keep on doing the good job that you're doing.
- Ability to put in functional systems and organise subordinates  
Minimal supervision, driven, knowledgeable and gets on with work  
Quality of work and functional knowledge  
Good relationship builder  
Leads from the front  
Prioritise work more carefully to achieve a better work life balance  
Communicate whereabouts more effectively - utilize PA better  
Be more assertive of views and proposals.



### SUMMARY

John, you have two values matches with your assessors. This shows that you are walking your talk and demonstrating authenticity in these areas. However, this indicates that the majority of your values are not coming across and that people are not experiencing what is most important to you.

Your positive values, as identified by your assessors, are concentrated at Level 3 - Manager/Organiser, showing that you demonstrate strength in managing performance and building systems and processes to create order and efficiency.

People see that you are focused on doing well, striving to meet your targets and overcome issues. They appreciate your thorough approach and your ability to sift through relevant information. However, they feel that at times you expect too much of others.

Your level of personal entropy as seen by your assessors is counterproductive to what you are trying to achieve (11%). Become aware of how your behaviours and actions are adversely affecting the people around you, your decision-making processes and/or your sense of work/life balance. Identify what steps you need to take to reduce your level of personal entropy.

In terms of strengthening your leadership style, you and your assessors are both calling for better management of your workload. While you see the need to reduce working hours, your assessors feel that the problem is taking on too much in the first place and setting unrealistic expectations. In addition, people are asking for you to improve your communication with others and show recognition for their contributions. They also feel you could improve how you manage difficult people issues and be more decisive.

John, you are clearly highly driven but it appears that your ambitions are leading you to stretch yourself and others too far. To what degree do the areas for improvement suggested by your assessors, resonate with you?

It is interesting that half of the values you selected to describe your leadership style are 'relationship' type values, yet none of these are coming across clearly to others. Your assessors only selected one 'relationship' value for you, which is also marked as potentially limiting, because being too "demanding" can impair relations with others.

The message seems to be that people want you to show more consideration and support for others. How might you do this and what additional help do you need?

Consider also how you might be able to better demonstrate some of your values more effectively in the workplace as these may help to address some of the areas raised by your assessors.



### RECOMMENDATIONS

Now that you have seen this report and talked about it with the person who delivered it to you, take some time for appreciation. You have shown courage in stating what is important to you and in inviting people to help you examine how you come across as a leader.

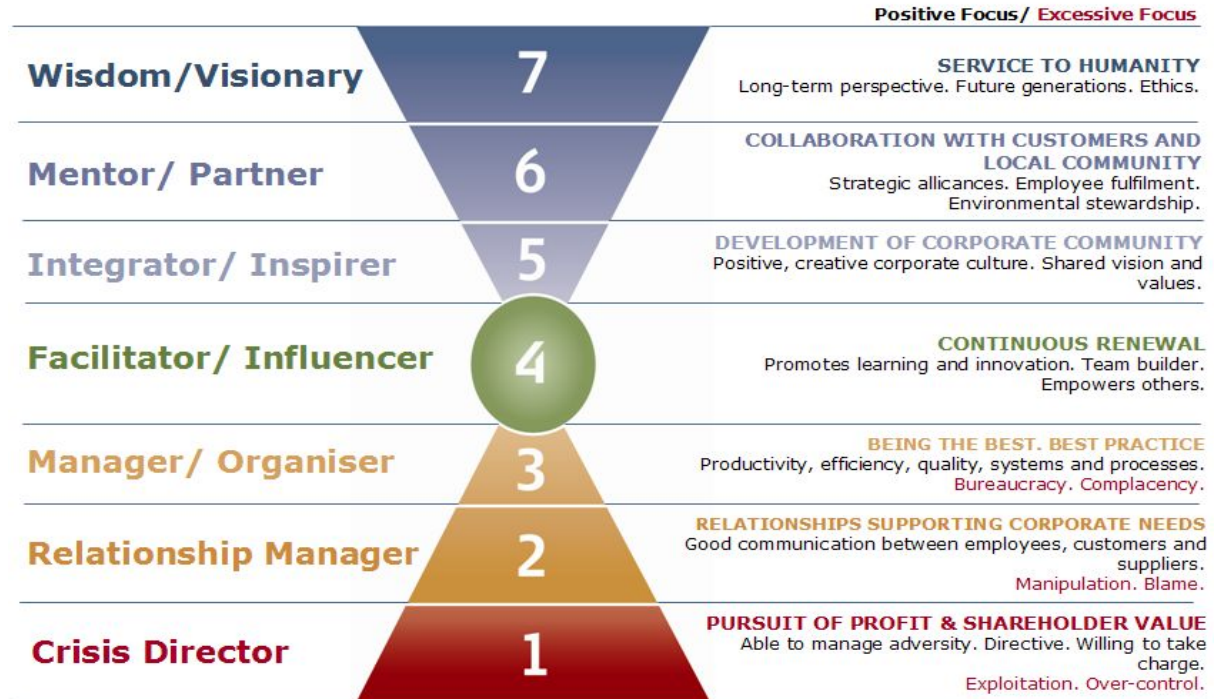
- Reflect on what people have asked you to improve, and look to the strengths both you and they have noted to determine what you can use to develop and deepen your journey as a leader.
- Determine your action plan. What is one thing that you can do today that will be the first steps on your path?
- Find a way to acknowledge the people who have taken the time to help you with this journey. You might tell them about the surprises you found and how their comments have impacted you.
- Share this report with someone significant in your life that supports you and can help you foster some of these changes in your life.



## DISTRIBUTION OF CONSCIOUSNESS

There are seven well-defined levels of leadership that correspond to the seven levels of organisational consciousness. Each level of leadership relates to the satisfaction of the needs of the organisation at the corresponding level of consciousness. Leaders who learn to master the needs of every level of organisational consciousness operate from full-spectrum consciousness. Our research shows that these are the most resilient and successful leaders.

The principal focus of the lower levels of leadership consciousness is on creating a financially stable organisation 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 organisation 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 organisation that builds internal and external connectivity through strategic alliances and makes a contribution to society. The seven levels of leadership are described below in detail.



### LEVEL 1: THE CRISIS DIRECTOR

Leaders at Level 1 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 danger.

The potentially limiting aspects of this level are generated from fears about not having enough control or stability. When these fears predominate leaders quickly

lose the trust and commitment of their people. The greater their fears, the more demanding and risk-averse these leaders become.

### LEVEL 2: THE RELATIONSHIP MANAGER

Relationship managers handle conflicts easily and invest time in building harmonious working relationships, both internally and externally. They use their relationship skills to handle difficult interpersonal issues and their





communication skills to build loyalty with their employees and customers.

The potentially limiting aspects of this level stem from fears about not being liked, and/or not being able to deal with their own or others' emotions. Consequently, they avoid conflicts, resort to manipulation to get what they want and protect themselves by blaming others when things go wrong.

### **LEVEL 3: THE MANAGER/ORGANISER**

Managers focus on excellence and use metrics to manage performance. They build systems and processes that create order, efficiency, and enhance productivity. They are logical and rational decision-makers. They think strategically and move quickly to capitalise on opportunities. 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, and/or recognition. They build bureaucracies and hierarchies to demonstrate their authority. Their need for self-esteem can lead them to work long hours. Image and status are important to them and they will play office politics to get what they want.

*Note: there are no potentially limiting values in levels 4 to 7.*

### **LEVEL 4: THE FACILITATOR/ INFLUENCER**

Facilitators seek advice, build consensus and empower their staff. They research and develop 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 encourage innovation and 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 organisation that inspires employees and customers alike. They promote a shared set of values and demonstrate congruent behaviours that guide their decision-making. By creating an environment of openness, transparency and fairness, they build trust and commitment. The culture they create brings out the best in people by unleashing enthusiasm, passion and creativity. They are focused on the common good. They are honest and truthful and display integrity in all of their endeavours.

### **LEVEL 6: MENTOR/PARTNER**

Mentor/partners are motivated by the need to make a difference in the world. They are true servant-leaders. They care about their people, seeking ways to help employees find fulfilment through their work, and are active in building a pool of talent for the organisation by mentoring and coaching their subordinates. They collaborate with customers and suppliers to create win-win situations. They are active in the local community, building relationships that create goodwill and recognise the importance of environmental stewardship.

### **LEVEL 7: WISDOM/VISIONARY**

Wisdom/visionary leaders are motivated by the need to serve the world. They have a long-term perspective. They are concerned about the state of the world and about the legacy they are leaving for future generations. They are committed to social responsibility. 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.