

We believe in
REALISING HUMAN POTENTIAL

Leadership Values Assessment

John Leader



Barrett Values Centre

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SECTION 1: STRENGTHS AND VALUES ALIGNMENT

Your Stated Strengths

- Supportive and generous with my time and knowledge to others.
- Listening and coaching (when I am present), free the full human potential.
- Transparent and consistent with my/our ambition to make a difference for others in the world.
- Seeing possibilities (in others and in situations)
- Celebrating what is right in the world - in people, situations, actions...
- Leading and facilitating group interventions and dialogue.

Your Assessors' View of Your Strengths

- Personable
- Vision
- Making a difference
- Knowledge and knowledge-sharing
- Commitment
- Compassion
- Patience
- Collaboration
- Sense of humour
- People development/mentor
- Warm-heartedness
- Big picture perspective
- Appreciation
- Support
- Reliability
- Creativity
- Accessibility
- Adaptability
- Listener
- Hard worker
- Experience
- Calm
- Positivity

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Key Values Themes Observed by Assessors

	Level	Leader	Observed Values
Wisdom/ Visionary	7		
		IROS (P)=3-4-3-0 IROS (L)=0-0-0-0	IROS (P)=2-5-2-0 IROS (L)=1-0-0-0
Matches 3	ambitious	3(I)	humour/ fun 12 5(I)
	big picture view	6(O)	building trust 10 5(R)
	building trust	5(R)	collaborative working 9 6(R)
	business/ industry knowledge	4(I)	commitment 9 5(I)
	coaching/ mentoring	6(R)	long hours (L) 9 3(I)
	developing others	4(R)	making a difference 9 6(O)
	making a difference	6(O)	coaching/ mentoring 8 6(R)
	positive attitude	5(I)	compassion 7 7(R)
	servant leader	6(R)	connecting with customers 7 6(O)
	win-win partnerships	6(O)	supportive 7 2(R)

- **A dedicated, uplifting approach in your work**
- **An atmosphere where people can count on you and each other**
- **Efforts to engage stakeholders, internally and externally**
- **A positive impact on the lives you touch, especially through guidance**
- **Care for others, but a tendency to over-work**

Your assessors chose three of your values. This shows that a fair number of your values are coming across authentically:

building trust
making a difference
coaching/ mentoring

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Additionally, they selected seven values / behaviours that you demonstrate, perhaps without awareness of their significance:

humour/ fun
collaborative working
commitment
long hours
compassion
connecting with customers
supportive

Values Alignment

Your top values are aligned with those of your assessors. Like you, they see your leadership style most focused at:

Level 6 - Mentor/Partner

- strives to make a difference
- a true servant-leader
- cares about people, seeking ways to help employees find fulfilment through mentoring and coaching
- collaborates with customers and suppliers to create win-win situations

Balance of Values

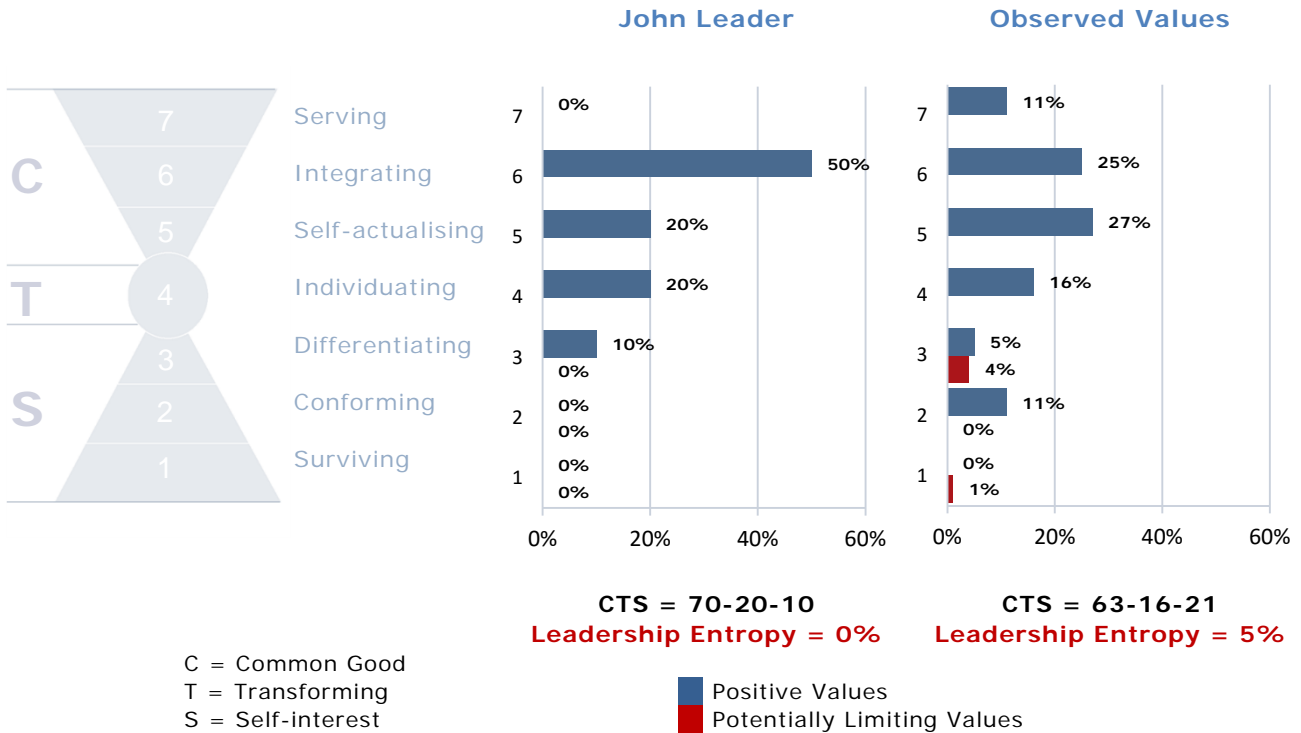
*IROS Index: Values can be classified as **I**ndividual, **R**elationship, **O**rganisational, or **S**ocietal type values and as either Positive (P) or Potentially Limiting (L).*

Your Selected Values	Assessors' Observed Values
IROS (P) = 3-4-3-0 IROS (L) = 0-0-0-0	IROS (P) = 2-5-2-0 IROS (L) = 1-0-0-0
<ul style="list-style-type: none">• You have chosen a range of values types, with greatest emphasis on building connections with others.	<ul style="list-style-type: none">• Your assessors have a similar view but also recognise a limiting aspect which may impact on your personal contributions.

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Values Distribution Alignment

The distribution of observed values indicates how others perceive your current stage of development. Look to the highest level at which your observers note significant concentration (both positive and potentially limiting), to determine where your development is currently focused.



The pattern of values selected by your assessors, indicates you are currently at the **Integrating** stage of development: Your primary motivations appear to be guided by promoting positive change and living your purpose.

The selection of observed values indicates that you demonstrate strong leadership. To move to the Serving stage of development, your challenge is to focus on actions which safeguard the well-being of the planet and society for future generations.

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SECTION 2: DEVELOPMENT AREAS

Values Integration

The following values/ behaviours are not among the top values selected by your assessors. Note which values are not coming across clearly to others (votes in parenthesis):

servant leader (6)
big picture view (5)
business/ industry knowledge (5)
developing others (5)
positive attitude (4)
win-win partnerships (2)
ambitious (1)

Values Gaps

A gap may indicate an area in which you are highly competent, a blind spot or an area requiring attention.

You selected no positive values at:

Level 1 - Crisis Manager

Level 2 - Relationship Manager

Level 7 - Wisdom/Visionary

Your assessors selected no positive values at:

Level 1 - Crisis Manager

Level 3 - Manager/Organiser

Level 4 - Facilitator/Influencer

Pay particular attention to any levels where you believe you show focus, which is not clearly recognised by your assessors.

Potentially Limiting Behaviours

One of the top values selected by your assessors is potentially limiting. What does this value mean to you?

Long hours are an indication that an individual is overwhelmed and not using resources effectively. Overworking can cause an unhealthy imbalance in life. Over time long hours can reduce personal resilience, decrease productivity, and have a deleterious impact on health.

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Leadership Entropy

Leadership entropy is calculated by the percentage of votes from your assessors for potentially limiting values, which may stem from personal fears showing through in your behaviour.

Level 1	Level 2	Level 3	
authoritarian (1)	-	long hours (9)	
1% of total votes	0% of total votes	4% of total votes	Total: 5%

Your degree of leadership entropy is low (5%), which indicates that your leadership style supports your ability to reach your objectives.

Your Defined Areas for Improvement

- Balance my ambitions - balance work and private life
- More time to meditate, and to rest and re-energize - take care of my personal well-being
- Be more communicative of my/our intentions, ambitions and progress

Your Assessors' Recommendations

- Stop working such long hours. People want you to delegate more, both internally and externally. If you do free up time, you have a tendency to find something else to fill it up with and end up being even more overloaded.
- Look after yourself and put your health first.
- Be firm and know when to say "no". Often less can be more, and you will be more effective as a result.
- Stop worrying about what others think. You appear to be concerned about being judged on how much you are doing and consequently set too high a bar for yourself.
- Watch the balance between empowering others and leaving them to sort things out for themselves. Sometimes people want more help and would like you to take more of a lead.
- Allow space for others to contribute. At times your enthusiasm can cause you to get carried away.
- People want you to share more of your wisdom and have a clearer view of your vision and plans.

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Your Stated Actions for Change

- Being more conscious of my own thinking - handle negative and destructive thoughts when they occur.
- Meditating, but far too little. I feel like I don't have time for it...
- Making sure I get physical training at least 2-3 times/week.
- Read, listen and watch material about self-management techniques.

Take time now to review the list of strengths and the direct feedback provided by your assessors. It is clear that you already have built a foundation on which to grow. Consider each of your values and how they have helped you to get where you are now. Look to your values to support you on your path to the next level of development.

SECTION 3: FEEDBACK FROM YOUR ASSESSORS

- Hi John, In all honesty I think you are wonderful and fundamentally wouldn't want you to change, in saying that I know I have said a few times to you that I worry about how much you work. It was really useful for me to hear at the retreat your own perspective on what drives you to work and how you don't view it as work. I want to see you take care of yourself and your needs in same way that you take care of others. (Emily)
- It would be awesome if you would communicate your vision, strategy and tactics to us more often in the field. I would like to hear more from you and what your thoughts are around building the business. You are a very talented consultant and thought leader. You are very inspiring. I would like us to get better in talking more frequently. (Ellie)
- Compassionate, wisdom from an intellectual, emotional and spiritual place, a genuine humility always looking out for the greater good. Take care of himself as good as he does everyone else. (Rene)
- I think you are amazing and I knew I wanted to work with from our first talk. I honestly don't know what I would do without your help and guidance all the time. For that I cannot thank you enough. I know you are always pushing me and I do appreciate it (maybe just not at that time.). I do want you to start taking care of you and not overwhelm yourself!! I need you to stick around for a long time because I am going to be selfish and say I don't want to work with anyone else. You put up with my crazy self and that is more than enough for anyone!! Thank you for the continuous enjoyment of working with you. (Jane)
- Hi John, I am happy to be on this development journey with you. I am grateful for your support and happy to support you too as we learn and grow together. Here are my strengths and improve/stop comments. Commitment, tenacity Confidence in any situation (clients, consultants etc.) Trusting the process Caring, compassionate, loving Patient and understanding. Partnership and collaboration Inclusive worldview. Playful and great sense of humour. Focus on smaller number of items and get them finished. This way you will probably achieve more. I realise that this is easy to say and harder to do. Take more time for yourself, learn to say NO. I am concerned for you Stop worrying about others view of you. You are loved and valued. You are a bright shining star and the business / the world / my life is a better because you exist. (Paul)
- Hello John! You are a role model for me, someone I look up to and who inspires me. In my eyes, you have a belief that you are constantly striving toward, an outstanding ability to get things done and an outstanding ability to see clearly and put things in perspective and to help the people around you to grow and develop. I also feel privileged to be near you, to hear and see how you really feel and see your vulnerability. I think so much about you and want to remain in contact with the whole you. Thanks also for the time you take for me when I need help and for letting me be your friend. You know you are a hardworking person and I wish you to find peace in the rest of yourself more, not just when it is vacation but also during the work week, you give the place to yourself every day. (Carly)
- John lives what he feels, following his heart, super intuitive, a lot of appreciation, highly sophisticated: all that with lot of humour and easiness. Take enough care for yourself, speak more about your vision and plans as well, You can talk or teach also things you do not think they are worthwhile for other (e.g. the way you make notes) John, you are the only person I know who is living by heart and I am touched by that. I am grateful that I know you and we are connected. (Andrew)

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- It is a pleasure to work and relate with you John. I trust you deeply and admire your capacity to translate complex issues into simple statements. Congratulations for the quality of your work and the person you are (Rob)
- You're doing a wonder job, John. It's great to have you in our team. I really appreciate it when you share your knowledge from your previous experiences.
- John, you are amazing as always. You show deep commitment to your colleagues, customers, friends and family. My only request is that I have more opportunities to learn from you. I feel that our customers hoard you! :-)) I would love to see you spend more time sharing your knowledge, wisdom and skills internally rather than being so externally focused all the time. I know this is your role, but I also know that you are passionate about developing and coaching others. I know you are stretched thin and your time is limited. I think you have improved on taking care of yourself over the years. Keep it up. (Sophie)
- John, you are such an incredible asset to the business. You bring a wealth of experience in transforming cultures and your input is always so thoughtfully considered and wise. I'm sure you have heard this before, but please make it a priority to take care of yourself and your own well-being so that you can truly be your best. (Alice)
- John, I see your leadership strengths in that you are: Enthusiastic, passionate, commitment, open to the views of others, fun, hardworking, have a true desire to support others, vastly experienced and a willingness to share that with others, down to earth, easily approachable, loving. The areas I would like to see you work on are: Stop working such long hours. No one wants to see you end up in the hospital again :) How can others support you so you don't take on so much yourself? I understand that you have the most experience when it comes to training (or consulting), but what about other trainers/partners? What could we ask them to do so that the brunt of responsibility doesn't land on your shoulders? At the same time, learn to say 'no' so that you aren't taking on too much (I know this is your shadow side of passion and commitment). Be mindful of interrupting others. You are clearly passionate about a lot of things and, at times, this seems to cause you to get carried away. Similarly, sometimes it takes 10 mins to discuss something that could have been done in 2 mins. On the receiving end, I find that I can get lost in the details. I know you want to empower us, and I appreciate that, but sometimes empowerment can feel like being left to sort out things alone. As a leader, there may be times where you need step up to help with ongoing issues. Simply asking "Is there anything I can do to help with this?" might be a good start. Of course, as I write this I am mindful about not setting you up to add more to your already overflowing plate. I am happy to discuss further! (Helen)
- Hi John I love your positive spirit and that you care so much for this work and the people associated with it. I am concerned that you push yourself too hard and set yourself too high standards. I'd like to see you saying 'no' on occasions or pushing things off if they aren't important, rather than working late to accommodate others all the time. Start to put yourself first more often (it isn't all about ego!!). Nevertheless, I still appreciate your wisdom and guidance. (Colin)

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SUMMARY

Observed Qualities- Top Values

- **A dedicated, uplifting approach in your work**
- **An atmosphere where people can count on you and each other**
- **Efforts to engage stakeholders, internally and externally**
- **A positive impact on the lives you touch, especially through guidance and care for others**

Predominant Leadership Style Demonstrated

Level 6 - Mentor/Partner

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.

Self-Awareness

Values matches with your assessors: 3

You have a good degree of self-awareness but there are a number of your values which your assessors do not clearly recognise in you.

Leadership Entropy

You demonstrate the following potentially limiting behaviour:

- long hours

Your level of leadership entropy is low (5%), which indicates that your leadership style supports your ability to reach your objectives.

Suggested Development Areas

- **Stop working such long hours. People also want you to delegate more.**
- **Look after yourself and put your health first.**
- **Be firm and know when to say “no”.**
- **Stop worrying about what others think.**
- **Watch the balance between empowering others and leaving them to sort things out for themselves.**
- **Allow space for others to contribute.**
- **People want you to share more of your wisdom and have a clearer view of your vision and plans.**

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Suggested Next Steps and Areas for Reflection

John, your long list of strengths and low level of personal entropy clearly demonstrate that you are highly regarded. Tied to this regard, there is a strong call for you to put yourself first more often. It seems that you set unreasonable expectations for yourself, and your assessors clearly are concerned about your wellbeing. They believe that this relentless schedule needs to stop.

There also is a dichotomy between people wanting you to share more or step in more, and then on the other hand delegating and allowing more space for others. While learning to gauge what is needed in different situations may be a challenge, what you can do is to be more conscious of these possibilities and start to manage more effectively what is in your control.

Recommendations

- Take some time for self-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 noted by you and your assessors to determine ways to develop and deepen your journey as a leader.
- Determine your action plan.
- Find a way to acknowledge the people who took the time to help you with this journey.
- Share this report with someone significant in your life who supports you and can help you foster some of these changes.

SEVEN LEVELS OF LEADERSHIP CONSCIOUSNESS

Levels of Consciousness		Motivation/ Fears
Wisdom/ Visionary	7	Service to Humanity Satisfying your need for selfless service
Mentor/ Partner	6	Collaboration with Customers/ Community Satisfying your need to make a difference
Integrator/ Inspirer	5	Development of Organisational Community Satisfying your need to find meaning and purpose
Facilitator/ Influencer	4	Continuous Renewal Satisfying your need for freedom and autonomy
Manager/ Organiser	3	Being the Best. Best Practice Satisfying your need to feel good about yourself I am not enough
Relationship Manager	2	Relationships Supporting Group Needs Satisfying your need for love and belonging I am not loved enough
Crisis Manager	1	Pursuit of Profit and Shareholder Value Satisfying your security and physiological needs I don't have enough

DISTRIBUTION OF CONSCIOUSNESS

There are seven well-defined levels of leadership that correspond to the seven levels of organisational consciousness. Leaders who learn to master the needs of every level of organisational consciousness operate from full-spectrum consciousness and are the most resilient and successful leaders. These levels also correspond with stages of psychological development that individuals traverse as they move from satisfying their basic needs to pursuing their growth needs.

In the lower levels of leadership consciousness, the principal focus is on creating a financially stable organisation with a strong customer base that has efficient systems and processes. In the Transformation level of leadership consciousness, the principal focus 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. In the upper levels of leadership consciousness, the principal focus 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. In this realm, the leader personally is finding a sense of purpose and aligning with others in support of a greater good.

The seven levels of leadership are described below in detail.

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LEVEL 1: THE CRISIS MANAGER

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 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 may be important to them and they could find themselves playing 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 support the research and 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 encourage innovation and focus on team building. They enjoy challenges and are courageous in their approach. Facilitators are in the process of shifting from becoming a manager to becoming a leader.

LEVEL 5: THE INTEGRATOR/INSPIRER

The Integrator/Inspirer promotes a shared vision for the organisation that inspires employees. They support 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 honest and display integrity in their endeavours.

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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 may be 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. 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 and forgiving by nature. They are at ease with uncertainty and can tolerate ambiguity. They enjoy solitude and are reflective. Level 7 leaders are admired for their wisdom and vision.

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STAGES OF DEVELOPMENT

The following table provides an overview of the seven stages of psychological development. ⁱ

Stages of Development	Overview of task	Needs	Stages of Evolution
Serving	Fulfilling your destiny by caring for the well-being of humanity or the planet.	Leading a life of significance by being of service.	External Cohesion <i>(Cooperating with others in alliances, for the common good)</i>
Integrating	Aligning with others who share the same values and purpose, to create a better world.	Making a difference by actualising your purpose.	
Self-actualising	Becoming more fully aware of who you are by leading a values- and purpose-driven life.	Finding meaning through activities or work you are passionate about.	Internal Cohesion <i>(Aligning with your true, authentic self)</i>
Individuating	Letting go of the aspects of your parental and cultural conditioning that no longer serve you	Gaining freedom and autonomy by becoming accountable for your life.	
Differentiating	Distinguishing yourself from the crowd by honing your skills and talents.	Receiving acknowledgement for your achievements.	Personal Mastery <i>(Becoming viable and independent)</i>
Conforming	Keeping safe and secure by staying loyal to your family, kin and culture.	Experiencing love, respect and belonging at home and work.	
Surviving	Staying alive and healthy in the best conditions possible.	Fulfilling your physiological and nutritional needs.	

i: Richard Barrett, *Evolutionary Coaching- Stages of Psychological Development*