Discerning Leadership

Purpose Informs Your Vision, Informs Your Leadership – Part 2

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Purpose Informs Vision

• “The number one requirement for a leader...is a strongly defined sense of purpose.” (Senge, 1990, 148)

• Senge posited that the leader’s ability to lead comes out of the leader’s purpose story which “provides a single integrating set of ideas that gives meaning to all aspects of the leader’s work” (346).

• Purpose evolves from reflection on our life journey, our God given core longings, our ongoing process of learning.
Purpose and Vision

• Initially leaders have a theme: concerns, desires, hypotheses, propositions, arguments, hopes and dreams—core concepts around which they organize their aspirations and actions.

• Leaders begin the process by envisioning the future by discovering their themes.

• Finding your vision, like finding your voice, is a process of self-exploration and self-creation. It’s an intuitive, emotional process – no logic to it. (Kouzes and Posner, 2004, 17-18).
Purpose and Vision in Leadership

“People we describe as self aware, authentic, and spiritually grounded, we find to be inspiring – calling us to be our best selves when we are around them.

As leaders we must pay attention to our inner selves: Who am I, Where am I going? What’s my purpose and vision? How should I act?

The fruit of self-reflection leads to greater authenticity and humility, understanding.”

(Providence Leadership Formation)
Core Longings

• How can these core longings impact your leadership style, especially if they have not been fulfilled?
  
  • Safety

  • Significance/uniqueness

  • Purpose

  • Belonging

  • Understanding (Being known and understood and valued)

  • Unconditional Love
Ethicist and educator Dr. Robert Rue emphasizes that:

“Values are the essence of who we are as human beings. Our values get us out of bed every morning, help us select the work we do, the company we keep, the relationships we build, and ultimately, the groups and organizations that we lead. Our values influence every decision and move we make, even to the point of how we choose [discern] to make our decisions (Rue, 2001, p. 12).”
Spiritual Exercise - Ignatius

• Principle and Foundation
  • Spiritual exercises provide a system to lead a person to spiritual freedom in which they can make decisions based on an ordered set of values rather than any disordered desire.
    • An inner balance results once fundamental values are determined; a person is not distracted or led astray by contrary temptations.
    • The inner balance is what brings freedom to choose rightly.

  • The foundation is the core base which is an ordered set of values. It provided guidance to answer “In what context, should I base decisions and actions?”
Discernment

• Basing decisions on values rather than beliefs. Three different ways we can arrive at a decision:
  • Use our beliefs to formulate a response
  • Use our values
  • Use intuition

• Beliefs
  • Decisions will reflect your past history in dealing with similar situations (implicit and explicit memories).
  • Past history is always experienced and context-based and beliefs are not equipped to handle complex new situations.
  • They are steeped in past histories, habits and traditions and constrained by individual experiences—not as adaptable to new situations.
Discernment

• Values
  • Transcend both contexts and experiences.
  • Best utilized in complex situations that have not yet been experienced.
  • Provide a more flexible mode of decision-making than beliefs.

• Teamwork
  • When united around a shared set of values, more flexible, less hierarchical, less bureaucratic, and develop and enhanced capacity for action.
  • Shared values build trust.

• Success is in operating as a values-based leader
Values Based Leadership

“When a truly values-based leader ensures that the organization has an engaging process for the people to explore their personal values, as well as their teams’ and their organizations’ values, there are benefits on many levels”

(Peter Ernest, CEO of Values Journey)
Benefits

• Personal: Self-understanding, insight and awareness of life priorities and the gap between one’s current and desired values, that drive behavior.

• Team: Bonding, appreciation of differences, improved relationships, clarity of team purpose.

• Organization: Revitalized corporate culture, alignment, commitment and passion for the organizations values and a deeper sense of meaning.

• Customers: A more authentic customer experience, a sense of trust, loyalty, an emotional connection with people and brand.
Purpose, Mission, Values and Vision

• Vision is about you see as possible (theme).

• Purpose is how you are going to be to further that possibility (fulfilling the promise).

• Mission is what you are going to do to make that vision happen (action).

• Value is what you see as worthwhile investing in and keeping in good repair (worth and investment).
Purpose, Mission, Values, Vision

• Without a powerful purpose, you will not be motivated to move.

• Without a strong mission, you will not be able to carry much.

• Without a clear vision, you will not see what you are moving toward.

• Without a solid value base, you will not be able to move forward smoothly.

Coach John Nagy – used with permission
Value Based Leadership

• The Value of Values
  • Enduring
  • Major influence on behaviors
  • Serve as broad guidelines in all situations
• Provide a firm foundation in times of change and uncertainty
  • Help leaders steer others towards new strategy/vision/goals.
  • Respecting different values help navigate personal, cultural differences.
• Values can change and sometimes should (think of Paul/Saul).
Values Based Leadership

• Self Enhancement Values
  • Achievement (pursuit of personal success)
  • Power (dominance over others)
  • Hedonism (personal gratification)

• Self Transcendent Values
  • Benevolence (concern for immediate others: include honesty, responsibility, and loyalty).
  • Universalism (concern for the welfare of all people).
Values Based leadership

• Leadership values are used for a group’s operation.
  • Implicit values are assumed values of the leader and open to misinterpretation
  • Explicit values are reflected in the organizations policies, vision and systems.

• Organizational Values
  • Beliefs and ideas about the goals members should pursue
  • Appropriate standards members should use to achieve these goals.
Values Based Leadership

• Your Core Values – What are your top 3?
  • Define your fundamental character;
  • Supply meaning to your life and work;
  • Influence the decisions you make;
  • Compel you to take a stand;
  • Create an atmosphere where you are most productive.

• Would people closest to you be able to select your top 3 – 5 values based on what they know of you and the behaviors you exhibit?

• How does your personal value system align with the values of...your organization...your superiors...your peers...your staff?
Values

- Achievement
- Belonging
- Concern for Environment
- Concern for Others
- Creativity
- Financial Prosperity
- Humility
- Independence
- Loyalty to family or group
- Privacy
- Responsibility
- Science
- Spirituality
Mission Assessment

• The purpose of a Mission Assessment is to discover whether an organization’s operations are aligning with, achieving, or advancing its mission. Mission discernment remains a work in progress (Health Progress, Dr. Marceau, Thd, 2003).

• The purpose of a personal mission assessment is to discover whether one’s purpose and values are aligning with, achieving or advancing one’s vision and mission in life. One always remains a work in progress.

• Mission discernment identifies value-laden questions.
leadership style.

- Core values support purpose, mission, values, and leadership style:
  - Authentic Leadership
  - Charismatic Leadership
  - Exemplary Leadership
  - Spiritual Leadership
  - Transformational Leadership
• The task of leadership is not to put greatness into people, but to elicit it, for the greatness is there already.
  
  John Buchan

• Leadership is not about titles, positions or flowcharts. It is about one life influencing another.
  
  John C. Maxwell
Sharing

• What core values have you identified?

• How do they impact your vision?

• What is your leadership style?

• Does it connect with your purpose story?

• Did you find a “key nugget” to support your leadership development?
References


