LEADERSHIP THAT MATTERS: THE DEVELOPMENT OF A VIRTUE-BASED LEADERSHIP FRAMEWORK

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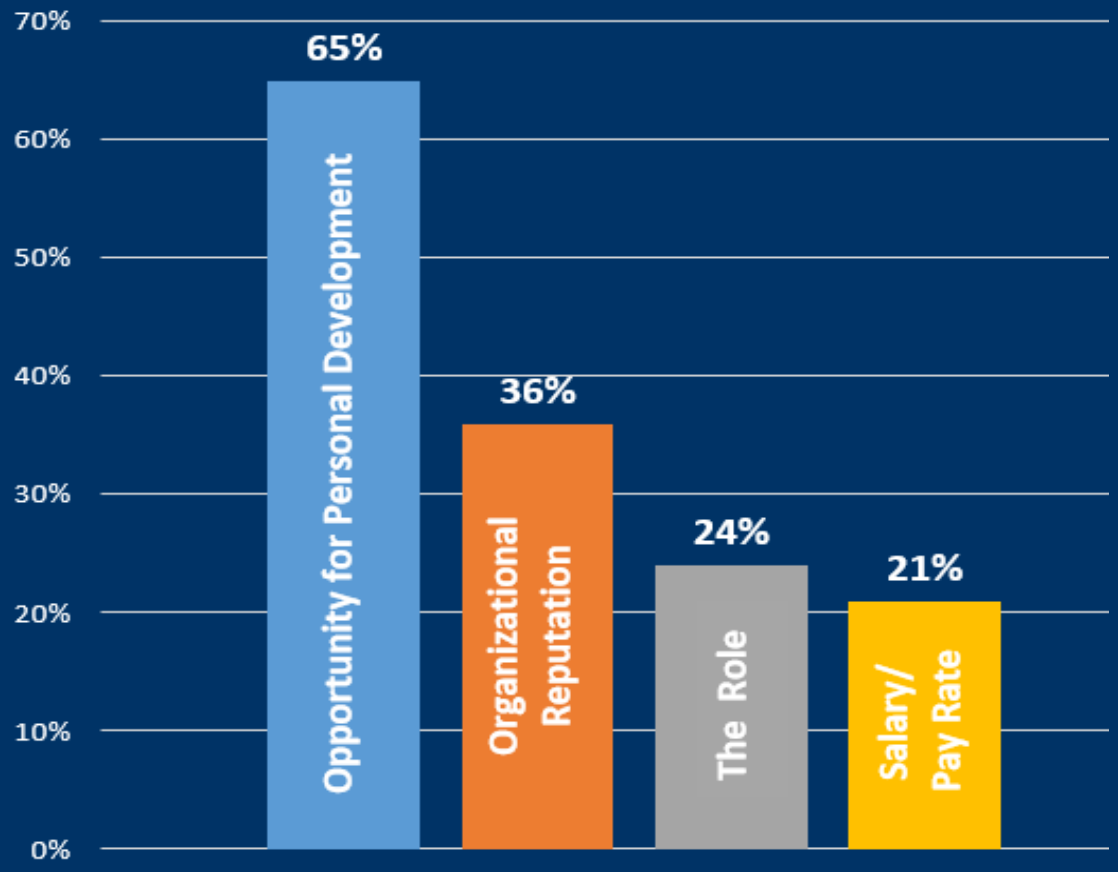
"...more than TWICE as many employees are motivated by WORK PASSION than career ambition..."

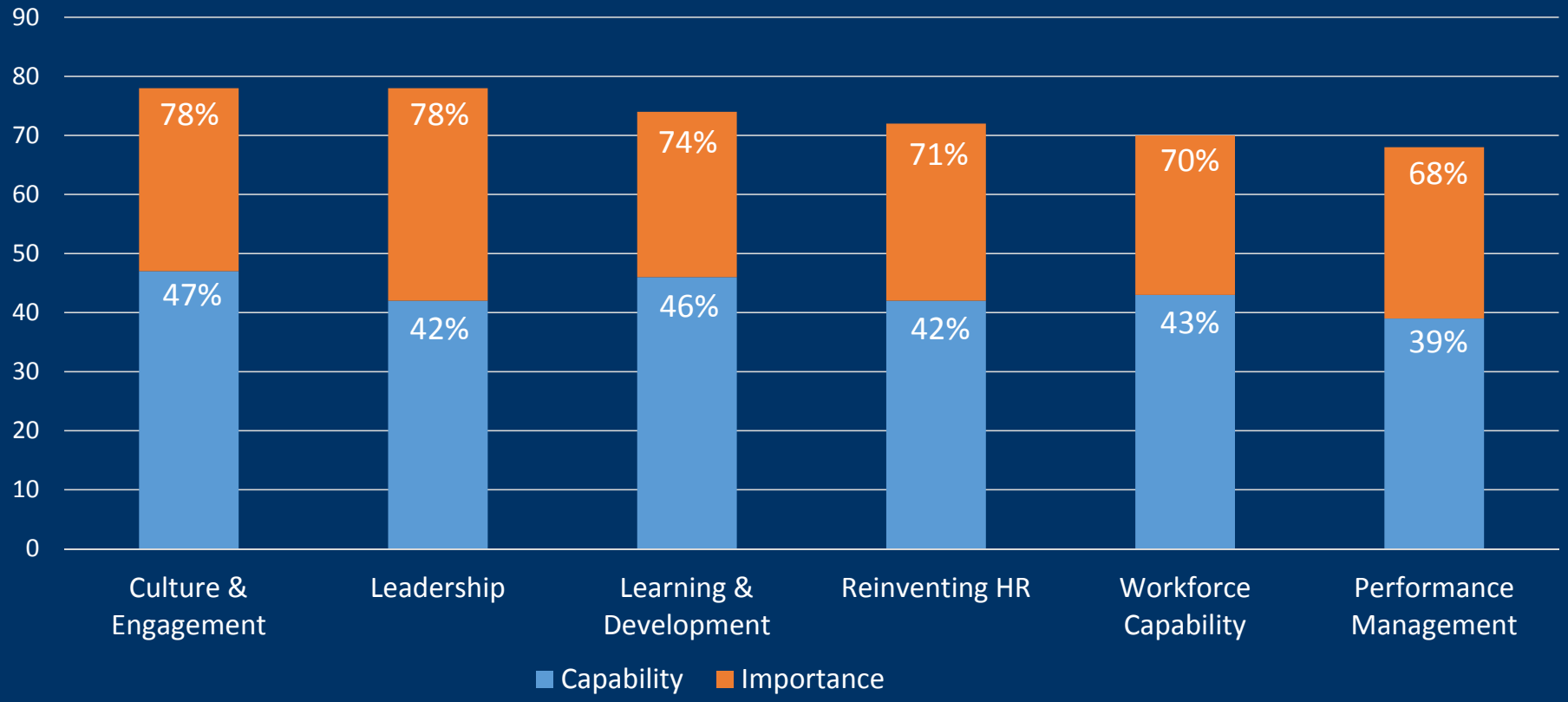
– Deloitte Human Capital Trends Report, 2015



Why do millennials choose the employers they do?

– Price Waterhouse Cooper, *Millennials at Work*, 2011

IMPORTANCE OF AND CAPABILITIES RELATED TO ISSUES OF HUMAN CAPITAL



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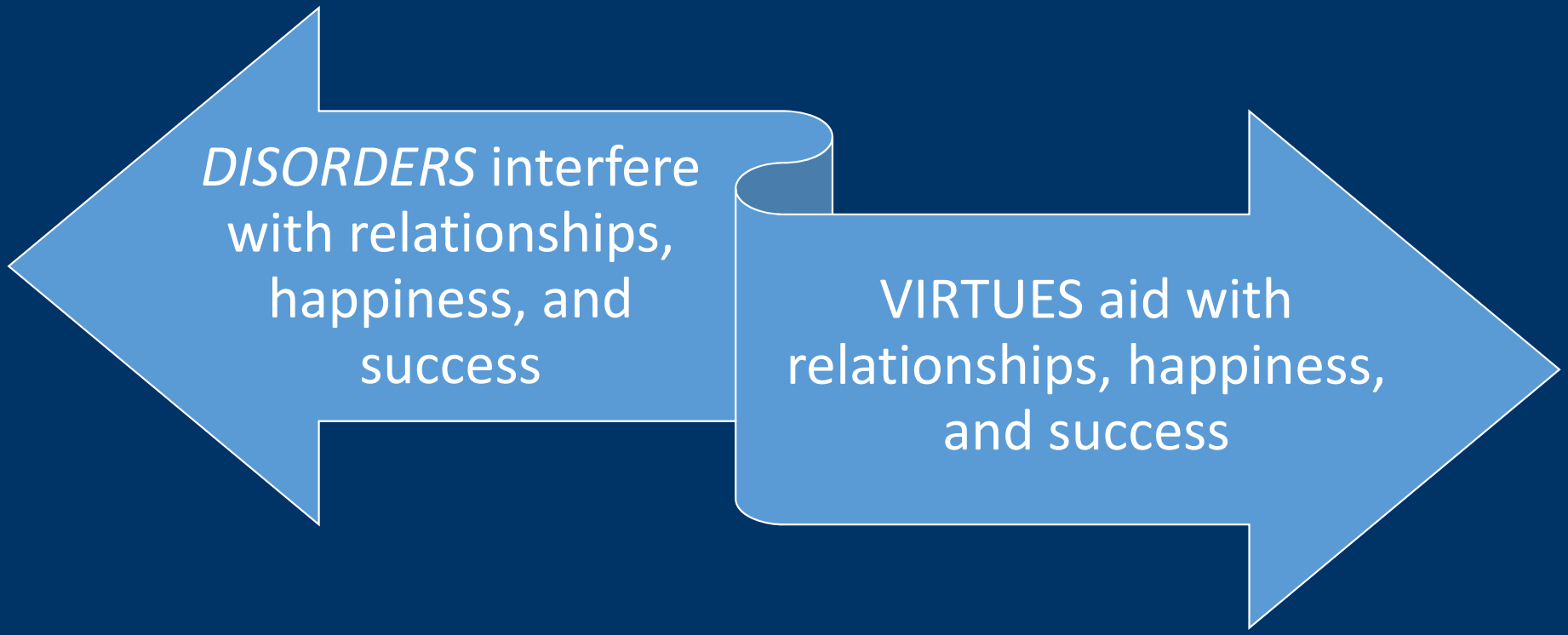
VIRTUE-BASED LEADERSHIP (VBL)


DISORDERS interfere with relationships, happiness, and success
VIRTUES aid with relationships, happiness, and success

Are there universal

human virtues?

"Coherent Resemblance"

THE HIGH

SIX

COURAGE

Overcoming personal discomfort and risking personal harm to do what is right.

COURAGE EXPRESSED

Speaking truth to power

Addressing conflict directly

Delivering critical feedback

Providing cover for one's team

WISDOM

Acquiring and utilizing knowledge for the good of others.

WISDOM EXPRESSED

Sharing insight that is appreciated, not resented

Engaging in self-reflection

Thinking strategically

Learning humbly

HUMANITY

Treating others with respect, compassion, and love.

HUMANITY EXPRESSED

Listening and empathizing

Collaborating and cooperating

Coaching and mentoring

Making personal sacrifices and creating a virtuous cycle

JUSTICE

Treating others fairly.

JUSTICE EXPRESSED

Enforcing rules and standards equally

Distributing rewards and punishments equitably

TEMPERANCE

Managing oneself so as to avoid harmful excess.

TEMPERANCE EXPRESSED

Avoiding impulsivity, arrogance, and anger (via self-control/self-regulation)

Managing stress reactions

TRANSCENDENCE

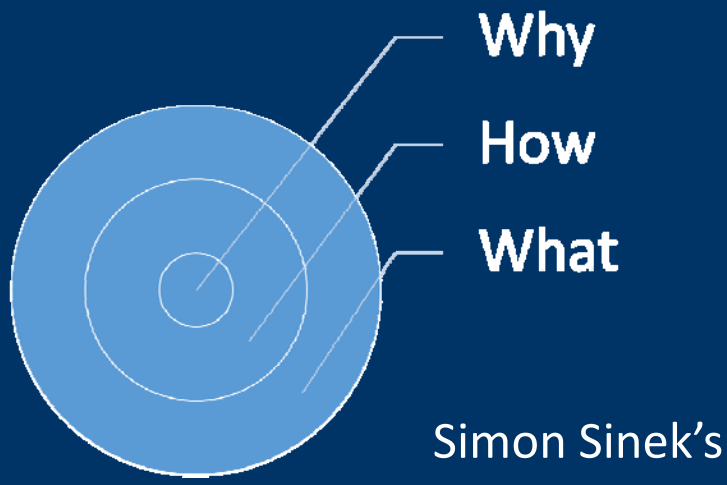
Pursuing a purpose greater than one's self-interest.

TRANSCENDENCE EXPRESSED

Developing, articulating, and sharing a compelling vision

Starting with "why"

Making a moral case



Simon Sinek's Golden Circle

Component "Criteria" for a Leadership Development Theory (Avolio & Gardner, 2005)

COMPONENT CRITERIA		THE VBL FRAMEWORK
Positive Psychological Capital	✔	Bravery, Resilience, Hope
Positive Moral Perspective	✔	The High Six
Self-Awareness	✔	Self-Reflection, Perspective
Self-Regulation	✔	Self-Regulation, Stress Management
Leader Behaviors/ Processes	✔	VBL, Modeling, Personal/Social Identification, Emotional Contagion, Supporting Self-Determination, Positive Social Exchanges
Follower Self-Awareness/ Regulation	✔	Modeling/Teaching Self-Reflection/Control
Follower Development	✔	Modeling VBL, Coaching
Organizational Context	✔	Cultural Measurement of VBL (Espoused and Practiced)

MEASUREMENT OF VIRTUE-BASED LEADERSHIP

Our Purpose

Leadership and Organizational Culture Development

Construct Focus

Leadership Behavior

Possible Item Formats

Likert-Type, Semi-Ipsative

Applications

Self-Report, Multi-Rater, Leadership Culture (Espoused v. Practiced)

THANK YOU!

Questions and Comments

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