

# VALUE-BASED LEADERSHIP - EXERCISE

## ETHICAL AND UNETHICAL SITUATIONS

### Part 1: Connecting to our experience

Bring to mind an “unethical” leadership situation that resulted in deception or abuse. How did this experience make you feel? What were the implications of this exercise of leadership on the group and overall performance? Looking back, what values were breached?

Now bring to mind examples of authentic and ethical leaders you have interacted with (you can also think of well-known values-based leaders throughout history). What unique character strengths defined them? What values drove their actions? How would they respond to the situation you mentioned before?

Identify a defining moment in which you honored your core values and another moment in which you failed to act according to them. What can you say about each situation? How did they impact you and people around you?

### Part 2: Sharing in pairs

Share the above experiences in pairs. How important are values and character for the exercise of leadership? Would you rather work with someone whose expertise you respect or someone you trust?

## FROM REFLECTION TO ACTION

### Reflection

1. In which situations do I find myself more vulnerable to compromising my principles? How well do I balance between my ideals and the messy reality of leadership work?
2. What does being authentic mean to me? What are the moments when I say to myself this is the real me? Am I more effective as a leader when I behave authentically? Have I ever paid a price for my authenticity as a leader? Was it worth it?

### Action

Reach out to my current support structure. Ask them to give me feedback on how I can be more authentic in my interactions.

## ADDITIONAL EXERCISES

See the handout documents for more exercises