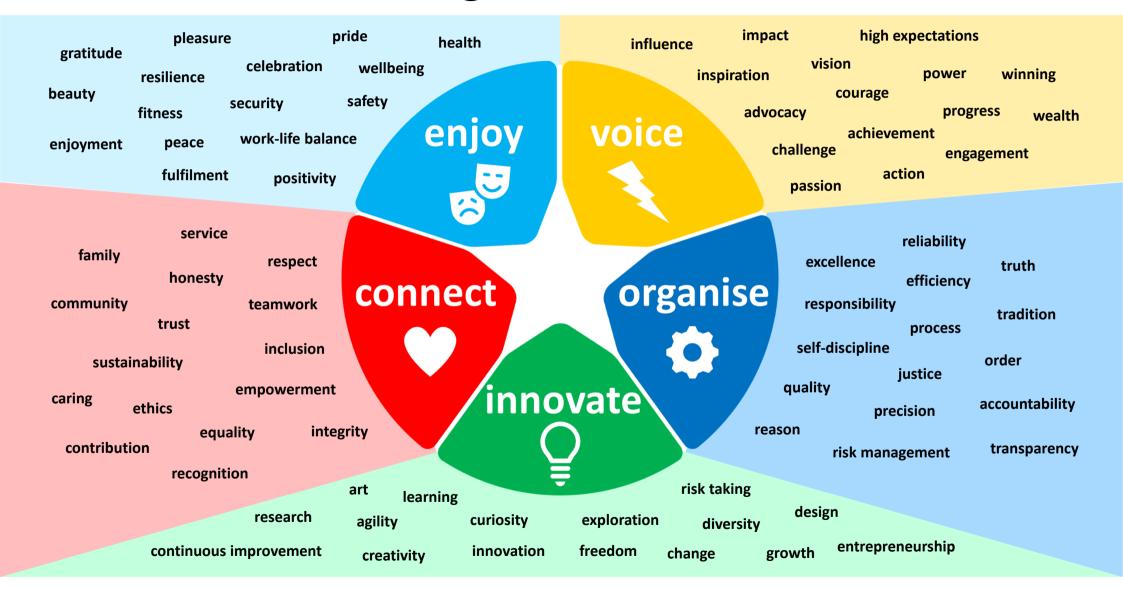
## "big five" values





## maturity in values-based leadership



reactive

proactive

integrated

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short-term

egocentric

narrow-minded

concealed

inconsistent

Behaviours driven by short-term desires, fears and frustrations without considering overarching values

Focused on empowering oneself, with minimal focus on others; sees life as win-lose

No, or few, explicitly prioritised values; behaviour suggests only one or two core values

Values are not conscious or not openly referenced in decisions, goals, behaviours or comms; motives may be concealed

Inconsistency between walk and talk; self-ratings of behaviours are more positive than, and unaligned with, others' perceptions

Avoids evaluation by self and others; hostile reaction, lacking compassion towards self and others when values questioned

Believes own values are seen as superior to others', and others should adopt one's own values; sees others as allies or enemies Values and some behaviours reflect long-term ideals, although shortterm impulses often dominate when stressed

Focused on empowering one's tribes, only mild consideration for people outside one's tribes

Has explicitly prioritised values that reference three of the big five domains

Values are referenced occasionally for big decisions, but most behaviours are habitual or driven by goals rather than values

Some overlap, some gaps between walk and talk, and between self and others' perceptions of one's behaviour

Self-review of values a few times a year; formal feedback from others once a year; mild defensiveness in response to feedback

Differing values of others are tolerated; tend to avoid others with different values; values differences sometimes lead to conflict Behaviours directed towards long-term outcomes, consciously reflecting core values, even if incurring short-term pain

Focused on empowering a broad range of people including those outside one's tribes; sees most decisions as win-win

Has explicitly prioritised values covering all of the big five domains

Values are regularly referenced in decisions, goals, behaviours and communications; motives are transparent

Walks the talk; alignment between self and others' evaluation of one's behaviour

Conscious self-review of values most days; formal feedback from others 2+ times a year; values evolve slowly over time

A diversity of values is embraced and celebrated; open to new ideas, negotiation and compromise long-term

empowering

broad-minded

transparent

authentic

reflective

inclusive

defensive

divisive