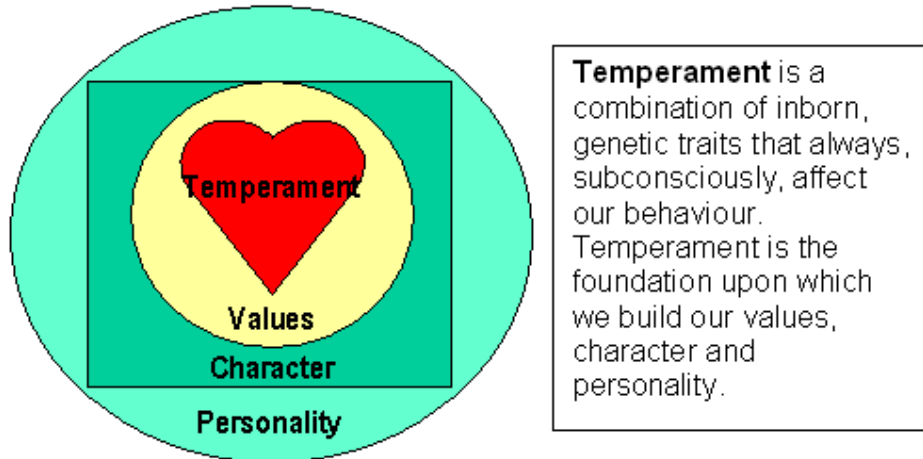


## Leadership Perspective: "Values in Leadership"

We've looked at styles of leadership, how they affect the various components of an organisation's climate, how this ultimately can lead to customer and employee satisfaction and increased profit in non face-to-face operations. It's important to also look at what constitutes who we are as leaders, and how Values fit into the leadership formula:



Our Values indicate what we consider really worthwhile. This is what draws our attention, captures our energy and imagination. Values motivate us, despite what might be politically correct or beneficial. Values indicate the things that are of VITAL importance (value) in getting our core needs met. Values influence how we see the world and relate to others, how we behave and ultimately how others behave around us. In a contact centre our values are what our people respond to.

Our Character is the "REAL" person - the one we are when no one is looking. It is the result of our natural temperament, modified by childhood training, education, environment and basic attitudes, values, beliefs, principles, habit patterns and motivations. Our character is made up of our mind, emotions and will.

However, when people see us, they see our Personality -- the outward expression of who we are or think we are supposed to be in the situation or climate in which we find ourselves. This expression may or may not resonate with who we actually are, because we can be compromised by circumstances to express or repress our authentic self in "politically correct and beneficially acceptable" ways (or not) through our personality.

A leader is a person with values, temperament and character. As leaders we use our personality to express who we are in our leadership role to affect climate. Difficulties, tension and stress in the effectiveness of our actions results when there is discord between the circumstances and climate we are in, our temperament, values and character; and the expression of the tension, stress & difficulties through our personality. This is where the expression "walking the talk" really means something!

Please note, some of the most important work to identify and better understand values in relation to leadership (and life) has been done right here in Australia by Paul Chippendale and Clare Colins (The Values Education Network), Noel Winterburn (Conversations for the Future) and Robert Owen (RTS-500). If you're not familiar with their work, just contact me through [www.callcentres.net](http://www.callcentres.net).

***Read about the author, Darlene D. Richard, at [www.CallCentreINTEGRITY.com/articles.htm](http://www.CallCentreINTEGRITY.com/articles.htm)***