

Pework Handout 1: Introduction

The servant leadership model is a philosophy and a set of practices informed by the insight that leadership must be about service to others—colleagues, employees, customers (or patients), and the community. Servant leaders are people of integrity putting others first, sharing knowledge and power, helping people develop and perform at their best. A servant leadership culture has been shown in studies to correlate with: employee satisfaction and engagement, collaboration and effectiveness, organizational citizenship behaviors, satisfaction with and influence of supervisors, innovation, communication and trust, and even greater return on investment.

Being a person of character is one of the primary tenets of servant leadership, and is defined by maintaining integrity, demonstrating humility and engaging in value-driven behavior.

Servant leadership is another way to move toward ethical leadership. By leading through our values, we can encourage others to behave ethically and demonstrate our own commitment to ethical behavior. In the upcoming in-person learning session, you will be brainstorming with other participants about ways you can demonstrate value-driven behavior at work. It is easier for most of us to demonstrate values that resonate with us and that we feel are important. In today's prework exercise you will reflect on your personal values and identify the intersection of your personal values and VA ICARE organizational values. It is these intersecting values that you will use during the upcoming in-person session.

Please complete the work described in Handout 2, Identifying Your Core Values, prior to the in-person learning session. This prework should take you less than 30 minutes.

Prewrite Handout 2: Identifying Your Core Values

Your goal in this exercise is to identify your own personal core values, so that you can learn to lead using them in the upcoming in-person session.

Values are a person's principles or standards of behavior; one's judgment of what is important in life; or core beliefs that guide and motivate attitudes and actions.

Step 1

The first step is to identify your values:

- Review the first page of Handout 3 for a list of values and definitions (if you need help thinking of specific value labels).
- Reflect on the values that are important to you. How do you describe yourself to others and what are you most proud of?
- How do others describe you?
- Under personal values, write down five or more values that apply to you.

Step 2

The next step is to identify your core values:

- Review your list of values and circle the values that are most important to you – your personal core values
- Write these values (at least 2) in the spaces provided.

Step 3

The final step is to identify consistency between your core values and VA ICARE values:

- Compare your personal core values to VA ICARE values (page 2 of Handout 3).
- Think about the values that you and VA have in common or where there is overlap between your values and broader VA ICARE values.
- Below each core value you have listed, write (in one or two sentences) how that value aligns with one of the VA ICARE values. For instance, if *Justice* is one of your core values you might write that *Justice* is related to *Advocacy*, and these two are exemplified in how you ensure justice for veterans by implementing consistent procedures and reviews to advocate for Veterans' needs. In another example, if your core value is *Charity*, you might say this relates to *Commitment*, that you work diligently to serve Veterans and believe deeply in the service mission of VA to care for those who have borne the battle.
- These are the personal and organizational values that you can most easily demonstrate at work.
- Bring this sheet with you to the in-person portion of the activity.

Pework Handout 2 (Continued): Identifying Your Core Values

Personal Values:

Core Values:

1.

Related VA ICARE value:

2.

Related VA ICARE value:

3.

Related VA ICARE value:

Pework Handout 3: Examples of Values and VA ICARE Values

Accountability: Obligation or willingness to accept responsibility
Adaptability: The ability to modify behavior to fit changing situations
Altruism: Unselfish concern for the welfare of others
Charity: Generosity toward others or toward humanity
Collaboration: To work cooperatively especially in a joint intellectual effort
Compassion: Deep awareness of the suffering of others coupled with the wish to relieve it
Confidentiality: Ensuring that information is accessible only to those authorized to have access
Conscientiousness: The trait of being painstaking and careful
Consistency: Reliability or uniformity of successive results or events
Cooperation: The willing association and interaction of a group of people to accomplish a goal
Courage: The state or quality of mind or spirit that enables one to face danger, fear, or vicissitudes with confidence and resolution
Courtesy: Civility; consideration for others
Dedication: Selfless devotion of energy or time
Democracy: The principles of social equality and respect for the individual within a community
Duty: A moral or legal obligation
Efficiency: The quality of producing an effect or result with a reasonable degree of effort to energy expended
Empathy: Identification with and understanding of another's situation, feelings, and motives
Equality: The right of different groups of people to receive the same treatment
Excellence: The state of being good to a high degree
Fairness: Consistent with rules, logic, or ethics
Forgiveness: The willingness to stop blaming or being angry with someone
Generosity: Liberality in giving or willingness to give
Gratitude: Feeling of thankfulness and appreciation
Honesty: Fairness and straightforwardness of conduct
Honor: Principled uprightness of character; personal integrity
Humility: Feeling that you have no special importance that makes you better than others
Integrity: Strict adherence to moral values and principles
Justice: Conformity to moral rightness in action or attitude, distributing goods and treatment fairly and equitably
Liberty: The right and power to act, believe, or express oneself in a manner of one's own choosing
Loyalty: A feeling or attitude of devotion, attachment and affection
Mercy: Forgiveness shown toward someone whom you have the power to punish
Nonmaleficence: Doing no intentional harm
Patience: The ability to accept delay, suffering, or annoyance without complaint or anger
Reliability: Consistent performance upon which you can depend or trust
Resilience: The ability to rebound quickly from misfortune or change
Respect: Polite attitude shown toward someone or something that you consider important
Responsibility: That for which someone is responsible or answerable
Sacrifice: To give up something for something else considered more important
Stewardship: The careful conducting, supervising, or managing of something
Transparency: Openness, communication, and accountability in interpersonal and business interactions
Trust: Assured reliance on the character, ability, strength, or truth of someone or something
Truth-telling: Telling the truth as opposed to lying

Pework Handout 3 (Continued): Examples of Values and VA ICARE Values

VA ICARE Values

Integrity: Act with high moral principle. Adhere to the highest professional standards. Maintain the trust and confidence of all with whom I engage.

Commitment: Work diligently to serve Veterans and other beneficiaries. Be driven by an earnest belief in VA's mission. Fulfill my individual responsibilities and organizational responsibilities.

Advocacy: Be truly Veteran-centric by identifying, fully considering, and appropriately advancing the interests of Veterans and other beneficiaries.

Respect: Treat all those I serve and with whom I work with dignity and respect. Show respect to earn it.

Excellence: Strive for the highest quality and continuous improvement. Be thoughtful and decisive in leadership, accountable for my actions, willing to admit mistakes, and rigorous in correcting them.