

Versa Culture

Leading with Integrity

BUILDING TRUST THROUGH VALUES-BASED LEADERSHIP

Mark Hamilton, PhD
Founder & President

20 February, 2025

Look for three things in a person: intelligence, energy and integrity. And if they don't have the last one, don't even bother with the first two.

- Warren Buffet

INTRODUCTION

We will learn:

- what values-based leadership is.
- how it works through leadership ‘moments.’
- what it looks like in practice.
- how it builds trust and accountability.

What is Values-Based Leadership?

Values-based leadership is an approach that stresses ethical decision-making, integrity and accountability.

It aligns decisions and actions with an organization's core values.

Characteristics of Values-Based Leadership

- Trust
- Consistency
- Transparency
- Accountability

Values-Based vs. Authentic Leadership

- Emphasis on integrity and ethics
- Trust is a core principle
- Personal and organizational alignment
- Commitment to people and culture
- Focus on positive organizational impact

INTRODUCTION

Aspect	Values-Based	Authentic
Core Focus	Leads through organizational values	Leads through self-awareness
Guiding Principle	Decisions are based on values and purpose	Decisions are based on self-awareness and ethics
Accountability Approach	Holds self and others accountable to organization's values	Holds self accountable to personal integrity

- Understanding Cultural Touchpoints
- Aligning Values and Practices
- Values-Based Leadership in Action
- Reflections on Culture



UNDERSTANDING CULTURAL TOUCHPOINTS

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What are Cultural Touchpoints?

Cultural touchpoints are moments where organizational values are tested or demonstrated.

Examples:

- Onboarding
- Group decision-making
- Client interactions
- Feedback
- Project meetings



Tracking Values

Decisions



Actions

Measures

UNDERSTANDING CULTURAL TOUCHPOINTS

Examples:

- Safety: A plant manager holds regular safety reviews.
- Responsiveness: A CEO takes part in client meetings and follows up.
- Trust: A VP of sales supports both small and large client accounts.



UNDERSTANDING CULTURAL TOUCHPOINTS

Value	Touchpoint
Trust	Client interactions
Quality	Quality assurance audit
Integrity	Onboarding

UNDERSTANDING CULTURAL TOUCHPOINTS

Why Touchpoints Matter

Cultural touchpoints shape perceptions of trust and authenticity.



Accountability

Leaders hold themselves accountable by taking ownership.

Accountability reinforces trust.



UNDERSTANDING CULTURAL TOUCHPOINTS

Examples:

- A risk management company overhauled its onboarding practices.
- An aerospace company is changing its culture to restore employee and customer trust.
- A consumer products company renewed its commitment to an inclusive culture.



UNDERSTANDING CULTURAL TOUCHPOINTS

Reflection:

How do touchpoints reflect your organizational values?

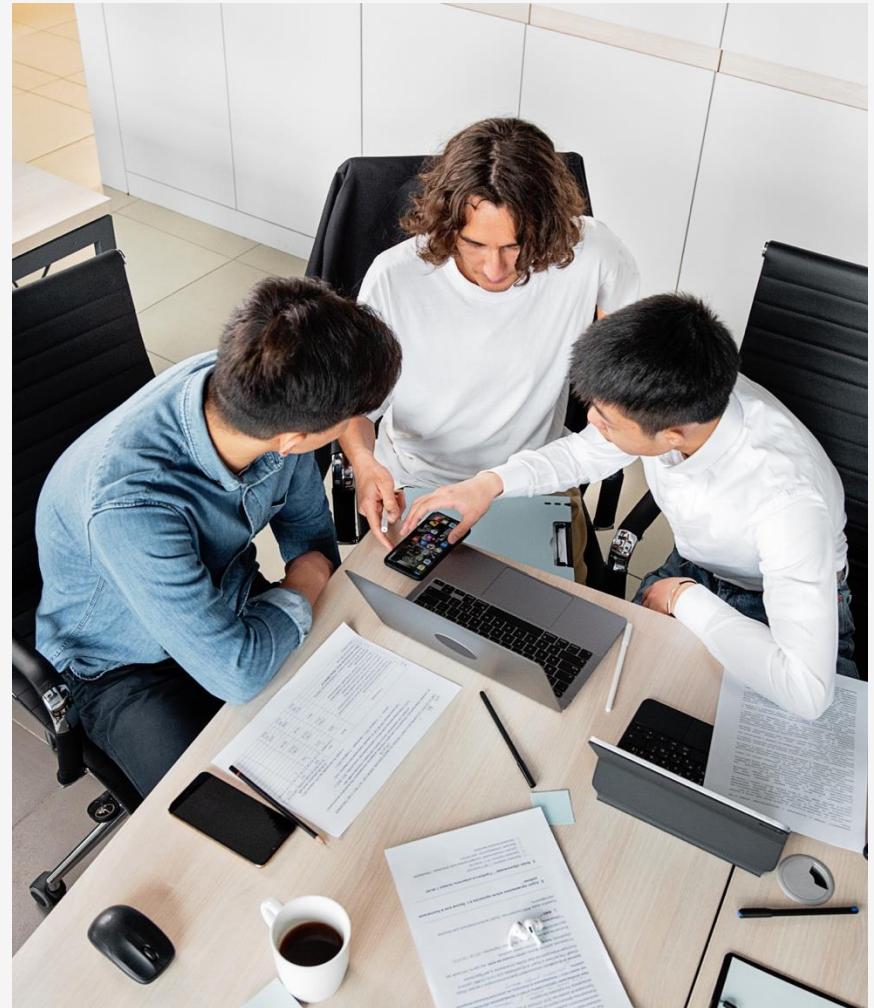
How can leadership accountability enhance trust at these touchpoints?



UNDERSTANDING CULTURAL TOUCHPOINTS

Quick recap

- Leaders' values show in their interactions, decisions, and actions.
- Cultural touchpoints test and reinforce organizational values.
- Leadership accountability reinforces trust.





ALIGNING VALUES AND PRACTICES

ALIGNING VALUES AND PRACTICES

Accountability

Leaders hold themselves accountable by taking ownership.



ALIGNING VALUES AND PRACTICES

What is values misalignment?

Values get misaligned whenever an organization's practices no longer reflect or adhere to its values.

- Communication issues
- Poor engagement
- Loss of trust
- Inconsistent performance



ALIGNING VALUES AND PRACTICES

Common alignment gaps

- Between leadership and non-management employees
- Between members of the leadership team
- Between policies, procedures, processes, and their application



ALIGNING VALUES AND PRACTICES

Alignment strategies

1. Clear expectations
2. Transparent communications
3. Feedback mechanisms



ALIGNING VALUES AND PRACTICES

Value



Touchpoint



Practice



Accountability

Action

ALIGNING VALUES AND PRACTICES

Value	Touchpoint	Practice	Accountability Action
Trust	Client interactions	Inform client of our process and stick to it	Ensure follow ups
Quality	Quality assurance audit	Regular review of standards	Respond directly on quality issues
Integrity	Onboarding	Provide ethics training for new team members	Ask new hires about their onboarding experience

ALIGNING VALUES AND PRACTICES

Reflective questions

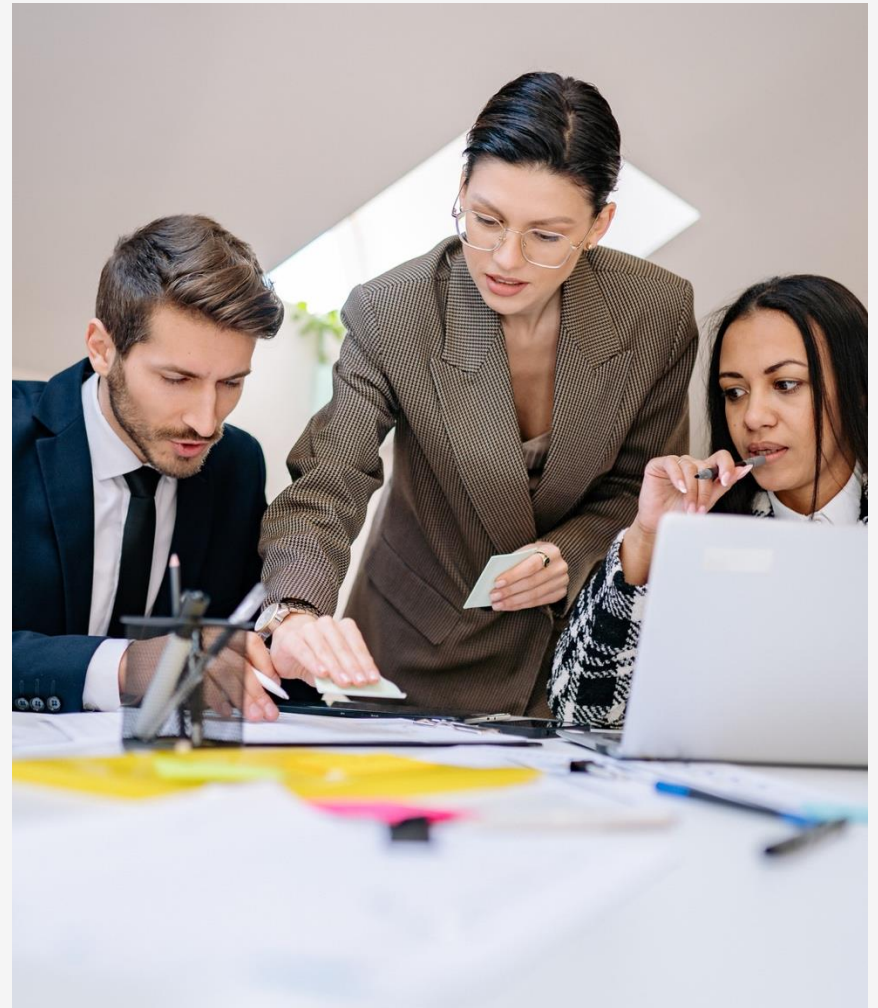
- What practices most reflect your organization's values?
- Do you see these practices carried out consistently?
- What steps might you take to promote better alignment?



ALIGNING VALUES AND PRACTICES

Quick recap

- Clear expectations, transparency, and feedback keep values aligned.
- Values get misaligned when practices no longer reflect organizational values.
- Leaders hold themselves and others accountable through their actions.



VALUES-BASED LEADERSHIP IN ACTION



Applying Values-Based Leadership

Values-based leadership aligns ethical behavior with organizational values. It is a consistent, structured approach to leadership that reinforces trust through active accountability.

VALUES-BASED LEADERSHIP IN ACTION

Examples:

- Autonomy: CEO publicly recognizes individual contributions, encourages others to take ownership of their work.
- Integrity: Foundation President returns donation that's not aligned with its values and reports it to the board and staff.
- Transparency: HR Director asks employees for input on policy initiative and shares results across the organization.

Characteristics of Values-Based Leadership

- Trust
- Consistency
- Transparency
- Accountability

Constructive feedback...

- is empathetic.
- must be clear and consistent.
- fosters values alignment.
- promotes openness and engagement.

VALUES-BASED LEADERSHIP IN ACTION

Feedback examples:

- “This report is clear and concise, Elise. Can you revise it to highlight our commitment to quality?”
- “Kyle, I like how you encourage your production staff to speak up about safety issues. Keep it up - this is a top priority for us, always.”
- “Chara, that was a helpful call. Next time, summarize the client’s concerns to let them know we are listening.”

VALUES-BASED LEADERSHIP IN ACTION

- Feedback reflects accountability and builds trust.
- Trust leads to shared accountability practices.
- Trust and shared accountability reinforce alignment.

Case Study: A Question of Standards

Sterling Automotive's lead account manager, Jaylan, asks Nia, the quality technician to release a parts order for shipment. Nia is reluctant, saying the parts failed to meet its standards. As Jaylan presses his case, Sarah, the plant manager, intervenes. "Jaylan, I appreciate you wanting to get this processed quickly for the customer. However, we make the parts, not them. Let's first focus on meeting our quality standards."

Reflection

What can the leader do to embrace and demonstrate accountability (through action)?

What happens if the leader avoids accountability? What might be the outcome?

VALUES-BASED LEADERSHIP IN ACTION

Quick recap

- Trust requires accountability.
- Effective leaders give and receive feedback to reinforce values.
- Trust is built through consistency, not perfection.

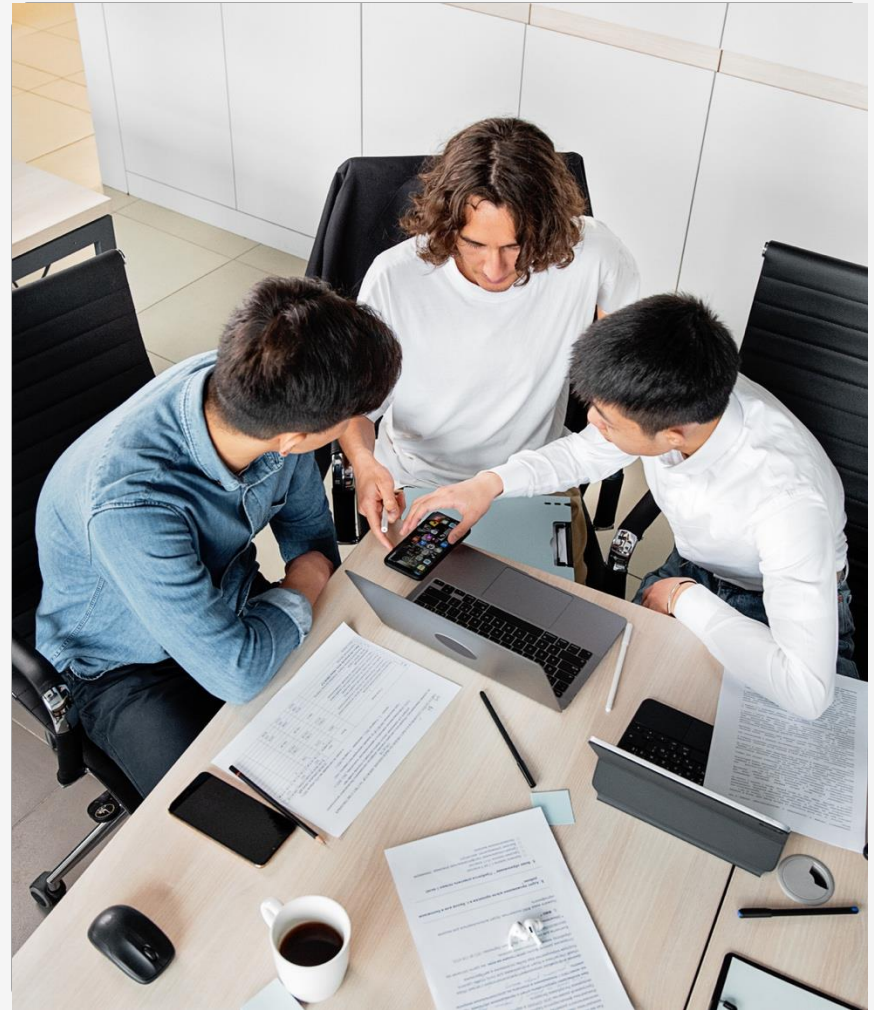


A photograph of three women standing in a professional setting, likely a meeting room. The woman on the left has long brown hair and is wearing a grey blazer over a red button-down shirt and grey trousers. The woman in the middle has dark hair pulled back and is wearing a white blazer over a white top and a grey and white checkered skirt. The woman on the right has her hair styled in a bun and is wearing a bright teal, ruffled, sleeveless jumpsuit. They are all smiling and looking towards the camera. A whiteboard is visible in the background.

REFLECTIONS ON CULTURE

Building a Culture of Accountability

- Accountability is embedded in daily work culture.
- Leaders first model accountability for their teams, then expect it.



Application

- How can you model values-based leadership tomorrow?
- What accountability habit (regular action) can you start forming today?

KEY TAKEAWAYS

- Values-based leadership aligns values, decisions and actions, especially accountability actions.
- Leaders hold themselves and others accountable by showing ownership.
- A culture of accountability starts when leaders take ownership, strengthening trust and confirming organizational values through regular feedback.

A woman with long brown hair, wearing a white blouse and a necklace, is smiling and gesturing with her hands while talking to another person. The second person is seen from the back, wearing a dark blue top. They are sitting at a white table. The background is a bright, indoor setting.

QUESTIONS AND DISCUSSION

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