

## NEW RESEARCH FROM THE CENTER FOR VALUES-DRIVEN LEADERSHIP SHEDS LIGHT ON DIVERSITY & INCLUSION, RECOGNITION & RESPECT, AND ETHICS & LEADERSHIP

“What are you passionate about?” asks Dr. Jim Ludema, director of the Center for Values-Driven Leadership (CVDL), as he and his faculty colleagues at Benedictine University guide their executive doctoral students through the process of selecting a dissertation topic.

The answers vary widely, and have included topics as far-ranging as how to make a smooth midlife transition; how executives can lead through bipolar disorder; the role of love in creating flourishing communities; and how CEOs can maximize both shareholder and stakeholder value.

Three new studies emerging from the research of the CVDL’s senior doctoral students provide powerful insights for executives who want to lead values-driven organizations of all kinds. We highlight these studies below.

### Recognition Builds Respect

Dr. Kasey Short, who leads global menu strategy for McDonald’s Corporation, conducted interviews inside a Fortune 1000 company to understand the role recognition plays within employee-manager relationships. She found that managers who were good at recognizing the accomplishments and effort of their employees earned respect from their team members.

Managers who failed to recognize team members lost the trust of their employees. And more importantly, they lost their employees. Recalling one incident, a participant told Short, “I detached myself after that project. Not too long after, I started looking for something else.”

Short says failure to recognize the accomplishments and work of your employees is a fast plan for attrition. She also acknowledges that truly recognizing others doesn’t always come easily. “I thought I was one of the good managers,” Short told an audience at a recent event. “I know the names of all my employees’ pets. But do I really say thank you for the work they do? When I’m honest, I have to admit I have real room to grow.”



*Click video image above to learn more about Short’s findings.*

### Diversity & Inclusion Require Authentic Leadership

Companies looking to advance gender diversity and overall inclusiveness should start with the leadership style of the top executives, finds research conducted by Dr. Kathy

Hopinkah Hannan, a national managing partner with KPMG and board chair for the Girl Scouts USA.

“We’ve had more than 50 years of diversity initiatives in the United States, but within the corporate world progress has been slow,” says Hannan. Her research points toward leadership style as one area of focus for creating more diverse organizations.



In a study of nearly 40 companies listed on the Fortune 1000 list, conducted through Benedictine University’s [executive doctoral program in values-driven leadership](#), Hannan looked at the gender diversity of the company’s management team one and two layers below the CEO, as well as the frequency with which issues of diversity and inclusion

### Meet The Center for Values-Driven Leadership

The CVDL’s mission is to help leaders develop themselves and others, build flourishing companies, and transform business and society. As part of Benedictine University, we want to be the world’s leading provider of values-driven leadership research, education and practice.



were discussed as part of executive team agendas. She drew several conclusions, including:

- Organizations with authentic and transformational leaders are significantly more likely to include diversity and inclusion in executive committee agendas.
- Authentic and transformational CEOs are more likely to use storytelling to convey the importance of diversity and inclusion.
- CEOs who are respected for their strong moral compass are also more likely to foster gender diversity.

Click to [find insights for leaders who want to build diverse and inclusive organizations](#).

### Virtues Guide Decisions

Imagine you're a manager with \$6000 to distribute in end-of-year bonuses for your six employees. No one has had a bonus in years, and everyone feels entitled to the money. Some employees work harder than others; some are more productive than others. One employee is your boss's son. Another employee is your good friend.

How do you decide how to divide the money?

A difficult dilemma such as this forces leaders to make a challenging choice; how and what they decide says a lot about the leader's ethical style. The Ethical Style Leadership Questionnaire (ESLQ), first developed by Peter Northouse, identifies six major ethical styles: virtue, justice, duty, utilitarianism, caring, and ego.

After hearing Northouse speak as a [visiting scholar](#) with the CVDL, Dr. Walter Baehrend decided to explore the ESLQ further. For his dissertation research, he created and validated the Revised ESLQ, an online assessment tool for leaders.

Hear more about Baehrend's Revised ESLQ in [this short video](#).

Through his research, Baehrend found most of the leaders surveyed relied on one of three primary ethical styles:

- 43% of leaders relied on virtue;
- 28% of leaders defaulted to a justice-based ethical style;
- 17% of leaders saw duty as the deciding factor.



## Upcoming Events & Ways ILA Members Can Get Involved

**Open House:** Join us on Sept. 9 or Sept. 15 for on-campus and online information session for the executive doctoral program in values-driven leadership.

**Architects of Culture Mini Workshop:** Edgar Schien said leaders are the architects of culture. Our 2-hour workshop on Sept. 16 explores this concept in an engaging, hands-on format that helps leaders shift and shape their own organizational culture.

**Appreciative Leadership Certificate Series:** Learn the Appreciative Inquiry model of leadership development and organizational change from the CVDL's faculty. This three-part series can be taken individually or all together for a certificate. Courses include Foundations of Appreciative Inquiry, Appreciative Leadership for Peak Performance, and Designing Appreciative Inquiry Summits for Large-Scale Change

**Free resources:** Find fresh insights and free downloadable resources for values-driven leaders - including our eBooks [Making Values Meaningful](#) and [Do Differently: How CEOs of Values-Driven Companies Spend Their Time](#).

The current version of the Revised ESLQ relies on self-reported responses. With his Ph.D. now complete, Baehrend hopes to extend his research to study how a leader's ethical style could be identified through the assessment of team members.

### Research that Helps Leaders Develop Themselves and Others

The Center for Values-Driven Leadership helps leaders develop themselves and others, build flourishing companies, and transform business and society. The CVDL accomplishes its mission through research (as in the examples above), consulting, and educational programs like the [Ph.D./D.B.A. Program in Values-Driven Leadership](#), and the soon-to-launch [Masters in Values-Driven Leadership](#) program.

Click to [find more research from the CVDL's executive doctoral students](#).