ADEPTION™

Understanding leader values and their influence on motivation.

ADEPTION INSIGHTS SERIES

Unpacking insights and themes from the real life experiences, challenges, goals and reflections of thousands of leaders — to support better leadership development journeys.

Understanding leader values and their influence on motivation

This insights series report examines how the alignment of personal and organizational values influences leaders' motivation at work, as well as the personal values leaders prioritize overall.

We analyzed data from 590 leaders who completed Adeption's Grow–Perform–Sustain (GPS) assessment. Each participant ranked their top five personal values and rated the alignment of each with their current work. We mapped the 2,950 values collected to key values in the Schwartz Basic Values framework[1]. Respondents also rated their overall motivation at work.

ADEPTION INSIGHTS

Grow–Perform–Sustain (GPS) Indicator
The GPS Indicator assessment is based on findings from the research of leadership expert Nick Petrie[1] and his team, whose project who sought to understand how organizations can create the conditions for their people to experience both high performance and high levels of well–being at the same time.

IMPACT ON MOTIVATION

Leaders who perceive strong alignment between their personal and work values have higher average work motivation. A 0.5–point increase in overall value alignment (out of 5) leads to a 10% increase in their motivation score. At the same time, a decrease in alignment leads to reduced motivation.

Impact of Value Alignment of Motivation
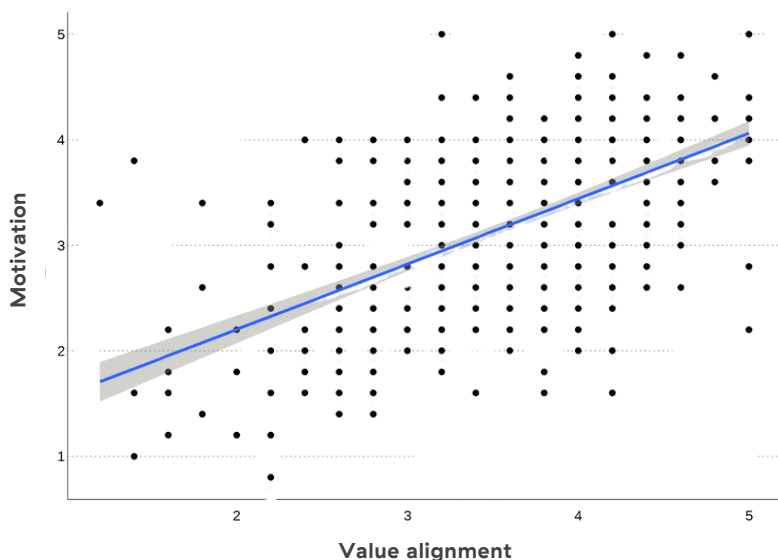
10%
increase in motivation
when overall value alignment increases 0.5 points out of five

VIDEO Global Chats with Michael Henderson Watch segment (90 seconds)
Research findings about the impact of values alignment on commitment and loyalty

KEY PERSONAL VALUES

The following graph shows the number of times each personal value was mentioned and the percentage of respondents who mentioned it. Six values stood out as being of key importance to 40%+ of leaders in the sample. These six values indicate that **leaders commonly value building relationships within groups, upholding societal expectations, seeking visible and validated success, and having personal control and authenticity.**

1 Schwartz, S. H. (2012). An Overview of the Schwartz Theory of Basic Values. Online Readings in Psychology and Culture, 2(1).

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Key values mentioned by leaders

Value		Leaders who mention value	
		Count	%
Benevolence (social): Relationships, kindness, empathy.		358	49.2%
Conformity (social): Integrity, respect, ethical conduct		356	46.3%
Achievement (external): External validation, impact		346	45.3%
Self direction: Purpose, autonomy, authenticity		314	41.5%
Benevolence (service): Relationships, service, collaboration		300	44.1%
Benevolence (open): Relationships, openness, sharing		291	41.4%
Conformity (work): Accountability, professionalism		244	32.7%
Achievement (internal): Personal growth, development		206	31.9%
Stimulation: Variety, novelty, excitement		179	26.8%
Security: Stability, support, belonging		108	16.4%
Universalism: Intergenerational survival and thriving		82	12.5%
Hedonism: Pleasure and enjoyment		73	11.7%
Power: Control, preservation of status		29	4.9%
Tradition: Honor and preserve customs		6	1%

#1
Preserve and **nurture relationships** through kindness, compassion, empathy and positivity.

#2
Meet social standards by **acting with integrity** and respect, and contemporary expectations of justice, duty, politeness, and ethics.

This data from the GPS Indicator provides a snapshot of the current mood of participants in their workplaces. For organizations, the GPS can be delivered at the team or organizational level to understand underlying motivations and support decision making. It could be used for example, to identify ways to reduce burnout and turnover, or to inform decision making around return-to-office directives. It can also help to track and understand an ever-changing workforce

IN ACTION

This section offers commentary from our coaches on how individuals and organizations can take action to better align how they work with the top two values held by the largest proportion of leaders in our sample. This alignment can serve as a lever to increase motivation and engagement.

NURTURING RELATIONSHIPS

Building relationships within and outside your organization grows your influence, facilitates work completion, and amplifies your impact. While strong network relationships come easily with like-minded people, broadening and deepening relationships makes a significant difference. Use this tool to explore personal networks:

> **The whole is greater than the sum of its parts**
> Aristotle

TOOL Personal Network Diversity
Read More

Humans are social beings. Fostering connections often takes a backseat to daily demands. Take 10 minutes to consider these reflection questions:
- Which current relationships require strengthening? What benefits could this bring?
- Do you need to reconnect with people for mutually supportive relationships, rather than just when you need advice or support?
- What action can you take in the next 5 minutes to strengthen or reconnect a relationship? Go try it!

ACTING WITH INTEGRITY + RESPECT

Holding crucial conversations presents a challenge for many leaders we work with. Research shows people highly value respect and integrity, but emotions, performance pressure, and ego can make candid, respectful conversations difficult. Practice using this tool:

TOOL Crucial Conversations
Read More

> " Moral authority comes from following universal and timeless principles like honesty, integrity, treating people with respect.
>
> Stephen Covey

Many organizations value integrity and respect. Translating these values into social norms drives cultural transformation. We recently met leaders in an organization who greet each other with a daily handshake, demonstrating authenticity, social cohesion, and respect. Could a simple social norm bring your team and organization's values to life?

ABOUT THIS REPORT

Adeption has delivered leadership development experiences to thousands of leaders over 10+ years, empowering them to 'learn how to learn' and drive their own continuous development forward.

The data used in this report comes from 590 people who have completed Adeption's GPS assessment. This is a cross-organizational sample. Due to the nature of the data export the number of organizations in the sample is unknown. In this assessment, people list 5 work values, in order, they consider important, and then rate how each is aligned to their current work. In total 2950 values were recorded, as free text. In addition to their values and their alignment to their work, respondents complete rating scales to score their overall motivation at work, and their level of burnout.

Each written value was assigned to one of the 10 key values in the Schwartz Basic Values framework. For three of these values, we were able to subdivide further for greater specificity, resulting in 14 values overall. Only 58 responses (1.97% of the data) could not be placed in one of these categories, and are not included in subsequent analyses. Their omission has no impact on the person-level analysis.

Values Definitions Fuller descriptions of the values in their original context can be found in An Overview of the Schwartz Theory of Basic Values, Shalom H. Schwartz Schwartz (2012) pages 5–7.

Benevolence (Social): Emphasizes valuing close relationships through kindness, compassion, and empathy.
Benevolence (Service): Emphasizes valuing close relationships through service, contribution, and collaboration.
Benevolence (Open): Emphasizes valuing and nurturing relationships through open, honest, and transparent sharing.

Values Definitions continued

Conformity (Work): Emphasizes conforming to work standards through accountability, professionalism, and responsibility.

Conformity (Social): Emphasizes conforming to social expectations through integrity, respect, and ethical conduct.

Achievement (External): Emphasizes externally validated success such as performance, impact, and rewards.

Achievement (Internal): Emphasizes internally validated success such as learning, development, and personal growth.

Self Direction: Emphasizes having control over one's actions, purpose, and identity, including authenticity and autonomy.

Universalism: Emphasizes the importance of human survival and flourishing for current and future generations.

Hedonism: Emphasizes seeking pleasure and enjoyment at work.

Power: Emphasizes control over others or resources, and the preservation of status.

Security: Emphasizes feeling safe and stable at work, including structure, support, and belonging.

Stimulation: Emphasizes experiencing variety, novelty, and excitement at work.

Tradition: Emphasizes honoring and preserving cultural traditions and customs.

ABOUT ADEPTION

How Adeption can help you grow agile leaders for the future of work.

ASSESSMENTS

A scalable solution for individual or team growth. The GPS assessment in this report helps leaders to perform at a high level without sacrificing wellbeing and health

WORKSHOPS

Designed to enable behavioral shift through iterative action and experimentation in the "flow of work" while fostering collective leadership intelligence.

PLATFORM

The digital platform uses AI to scale development and support pull-based learning. A coach on-demand, leaders access tools, insights and support at their point of need.

LEADERSHIP DEVELOPMENT PROGRAM

Using our B3 methodology across all touchpoints, programs are designed to grow agile leaders within a supportive development ecosystem.

TALK TO US