

Adaptive Leadership Workshop Values, Loyalties, and Losses Worksheet

Values: Values are deeply held beliefs that inform decision making and motivate behavior. When looking at values, it is important to examine behaviors in addition to what an individual says or that an organization states in their mission and vision. Examine where people and organizations spend their time, money, and energy to gain insights into their values.

Loyalties: The loyalties stakeholders must consider when choosing to work with you on the adaptive challenge. These are loyalties to their home organization and to the groups they represent (constituents, advocacy groups, etc.). It is important for your stakeholders to retain their identity and honor those loyalties. Loyalties may exist across organizations as well, between individuals or in cases of existing or past partnerships and relationships.

Losses: The potential losses a stakeholder faces when choosing to work with you on the adaptive challenge. Fear of loss often shows up as resistance. Consider what is most important to your stakeholder and anticipate what losses people risk by getting involved. Common losses include competence, identity, comfort, reputation, status, time, resources.

Using the chart below, list 2 of your stakeholders and fill in the values, loyalties, and losses for yourself and each of the stakeholders.

Stakeholder (individual or group)	Values	Loyalties	Losses
Yourself			