

## **The value of values - a guide for managers**

### **Introduction**

**Our values are the foundation of everything we do, they drive our choices and our decisions and help explain our feelings and emotions.**

**Having an understanding of values and their impact will give you an essential tool for getting the best from yourself and those you work with.**

This values guide will provide you with information, ideas and techniques that will help you to:

- Explain why and show how values are important to you and others
- Understand other people's values to improve their motivation, contribution and fulfilment
- Use values to help people/teams to work better together
- Attract and retain people who are important to you and your organisation – employees and customers
- Identify and embed values for your organisation which are meaningful for people and make a difference

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## PART ONE: VALUES: WHAT THEY ARE AND WHY THEY ARE IMPORTANT

### 1.0 Our personal values

*“One's judgement of what is important in life” (www.oxforddictionaries.com)*

Our personal values describe what is most important to us - what we instinctively prioritise above other things – our 'inner guide'. They are the core of who we are, the fundamental things that need to be present in our lives for us to feel happiness, satisfaction and fulfilment.

They are individual and internal and we use them every day, often at an unconscious level, to make decisions and choices about what we do and how we do it – they are the reason *why* we do the things we do.

Our values provide the motivation, drive and energy to get things done. They fuel our passion and our emotion. So they also determine when we feel frustrated, angry or lack the energy to do something because it doesn't fit with the values that are important to us.

Values are the point at which our internal world of beliefs, hopes, fears and expectations connect with the world around us. If there is alignment between our personal values and the prevailing environment at home, work or in the wider community/ society, we will feel a sense of wellbeing. If there is gap, we will 'disengage' and not be able to give our best or fulfil our potential.

Being more aware of our own values helps us understand why we act the way we do and how we are perceived by others. We can make more informed choices about what we do and how, in line with what matters most for us.

Awareness of other people's values helps us understand what motivates them and causes them to act as they do. They enable us to make choices about how we relate to others and what we expect of them. And how we can help others to be their best

Values are therefore powerful 'connectors' or 'dis-connectors' between us and those around us, with resulting impact on our workplaces and communities

“The Latin root of the word values is 'valor' meaning strength... In understanding our values we equip ourselves with a perennial source of motivation, focus and strength to achieve those things that matter most to us”  
Michael Henderson, *Finding True North*, 2003

## What values are not

Values are often confused with beliefs, ethics, morals, principles and behaviour. They may overlap but are not the same

**Values** describe what is important. They affect what we chose to do and how

Values are underpinned by beliefs. **Beliefs** are *why* we think something is important or desirable (or undesirable). This may not be "true" or "real", but we believe it to be.

Our beliefs inform our principles. **Principles** help us to predict what we think ‘will’ (or believe ‘should’) happen. Principles include a level of judgement

**Ethics and morals** include a sense of right and wrong whereas values in themselves are neutral – they are not ‘good’ or ‘bad’

People don’t judge us by our values, they judge us by our **behaviour**, i.e. what we say and do (or don’t say or don’t do). We demonstrate in our behaviour what is important to us

Beliefs	Ethics	Morals	Principles
<ul style="list-style-type: none"><li>•These are assumptions or convictions that a person holds to be true regarding people, concepts, or things. They come from our life experience and are open to being reformed based upon new experiences</li></ul>	<ul style="list-style-type: none"><li>•These are the standards by which behaviours are evaluated for their morality – their rightness or wrongness.</li></ul>	<ul style="list-style-type: none"><li>•These are our adopted viewpoints on what is right and wrong, good and bad.</li></ul>	<ul style="list-style-type: none"><li>•These are basic truths or understanding about how “things” work.</li></ul>

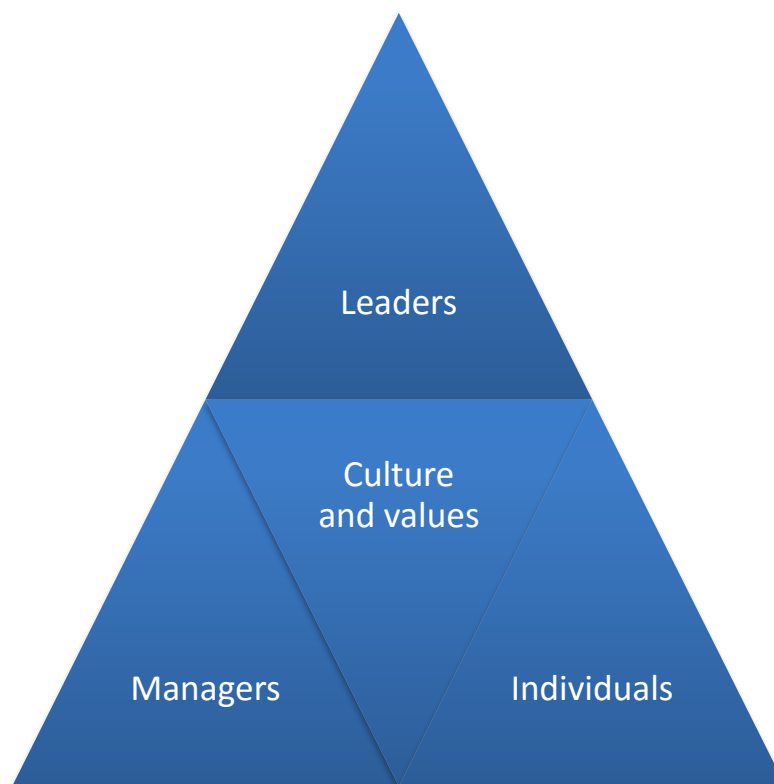
## 1.2 The link between personal and organisational values and their relationship to culture and behaviour

*“Important and lasting beliefs or ideals shared by the members of a culture about what is good or bad and desirable or undesirable. ([www.businessdictionary.com](http://www.businessdictionary.com))*

“Culture describes the way human beings behave together – what they value and what they celebrate”  
Roger Steare, Financial Times, 15 July 2012

### Organisation Culture and values

Everyone has different values and combined together they form a key part of the complex and complicated culture of where we work and live.



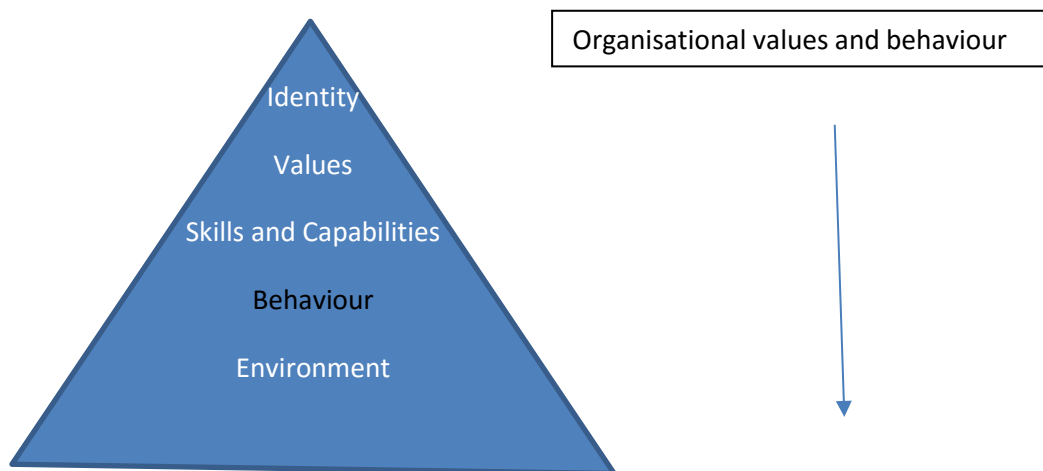
Values are always personal but some organisations chose to define 'corporate values' which describe the sort of organisation they are, what it stands for and how people will behave collectively.

Values are all too often felt to be limited to the strategic end of business development and/or 'not relevant'. However, they have an essential role because they express what is most important for you to carry out your purpose, strategy and business objectives. They are part of your unique organisation identity

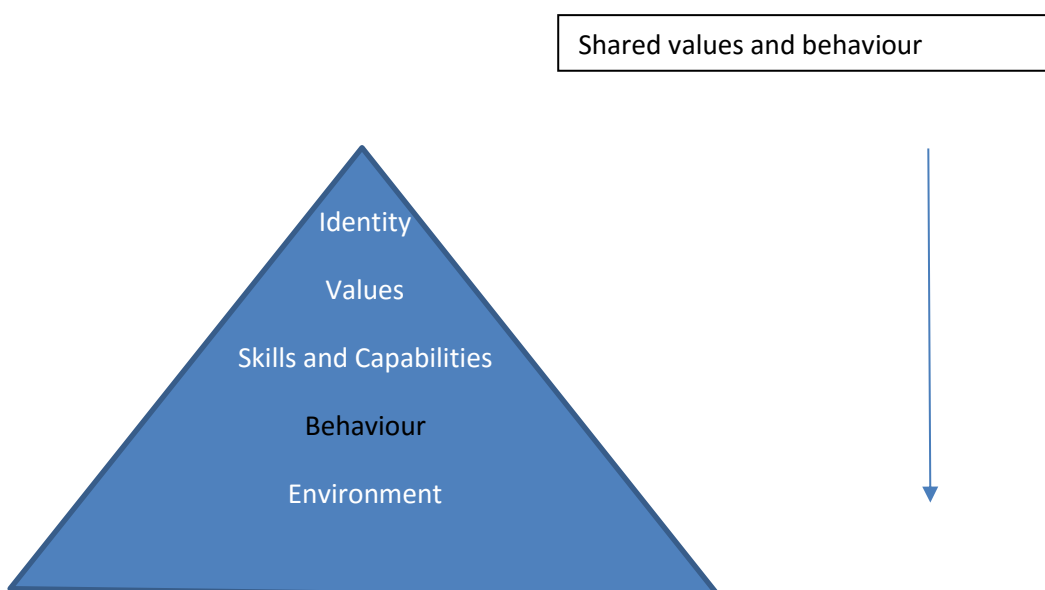
Clear values at organisational level will influence the decisions you take about what you do and how you do it – directly affecting the experience of your employees and customers.

Whether they are written down or not, values define your brand and reputation. They need to be translated into the behaviours which you need to be effective as a business, and lived out in everyday practice and experience. For values led businesses, values act as a golden thread that runs through every level of their business strategy, performance management systems and corporate communications.

### Shared values



Your employees and your customers also have their own values which will influence their behaviour. The greater the alignment between their personal and your organisational values, and the greater the alignment between people's values with one another, the greater the rapport, loyalty and commitment people will have to your organisation and its success.



## The impact of behaviour

Leaders and managers indicate to employees and customers what is important by what they actually say and what they do - not what is written on the wall or in corporate literature. Your words and deeds directly shape the culture if you are in a senior or influential role. The words and deeds of all employees will be seen by others as an example of the culture of the organisation in practice.

You can choose to demonstrate and role model explicit and intentional behaviour to drive specific results and actions.

### Examples of the importance of behaviour on culture

***Eric Schmidt, CEO of Google** encourages his staff to spend 20% of their time on what interests them and not what their boss wants them to do. He says: "Out of that most of our great new products have come."*

*These are his personal values, but by the virtue that he's made them public, he is saying to Google employees he values risk takers, welcomes change, and has faith that new ideas and success will come from them.*

***Julian Roberts, CEO Old Mutual plc** is quite clear about the importance of behaviour in establishing the culture Old Mutual requires, and leads by example*

*"It is very very important if you want to build a business where our customers trust us then the fundamental layer of our values, the fundamental layer of our behaviours is critically important...You've never done enough, it's always a journey...you keep on having to refresh and remind people how important our behaviours are."*

### And-what happens when behaviours has negative consequences

*The negative impact of leaders' behaviours on the culture of organisations has been epitomised by Bob Diamond, former Barclays CEO. He will regret saying in November 2011 "for me, the evidence of culture is how people behave when no one is looking". How right he was! The subsequent revelations of rate fixing and mis-selling led not only to the loss of stakeholder confidence in him and Barclays Bank, there was a knock on loss of trust for other banking institutions and leaders in general. Barclays has now invested millions of pounds in redefining its values and training all its staff to achieve culture and behaviour change*

**"Leaders get the culture they behave"**

**David Jarrett, Bath Consultancy Group 2012**

## Key attributes of values led

### Businesses

They are good at what they do

They see values as a major motivator for staff

Values motivate and tell a story both internally and to the outside world

They are seen as open and trustworthy

Management is held to account for both results and values by stakeholders

There are clear mechanisms in place which ensure that values are the bias of shared purpose which is understood and transmitted through the business

Values place clear expectations on staff in how they relate to each other, to suppliers and customer

Staff views are listened to

Examples of values led organisations:

John Lewis

ARUP

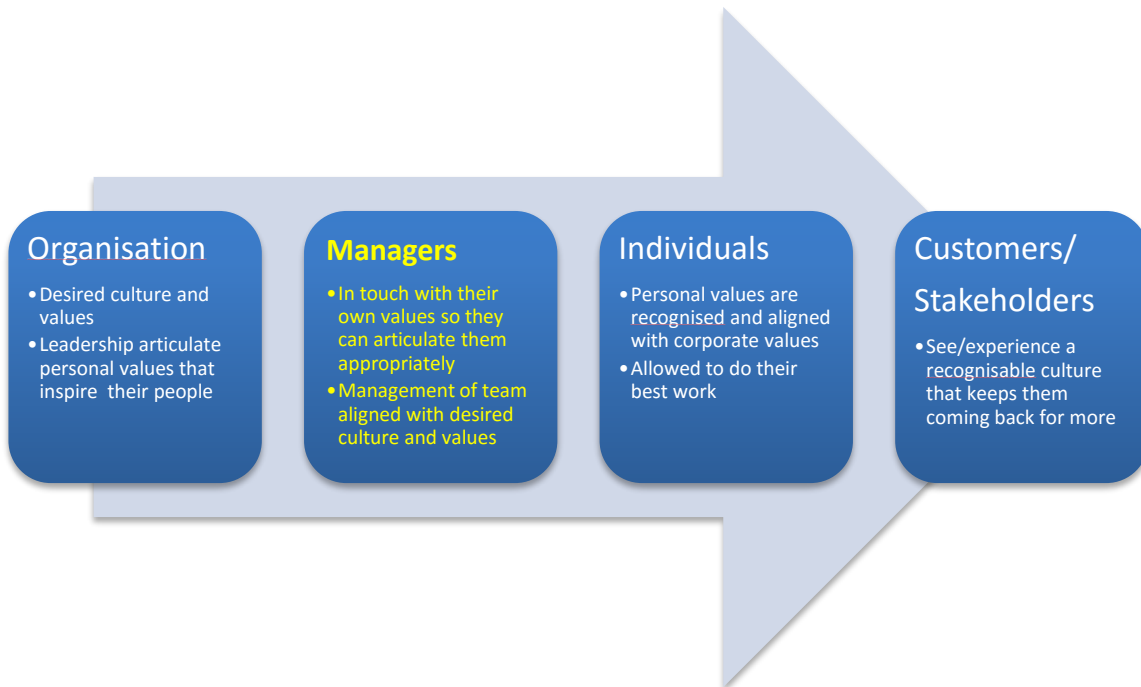
Nationwide

*("Profiting from Values"  
Mark Lupton and Angela Lomax)*

### 1.3 Why are values important to managers?

Managers are like the glue in an organisation. Individually they show in their behaviour what is important (see section 1.2) They are also judged collectively by their behaviour and actions by the people who work with and for them

If all managers fundamentally believe their people are the most important part of getting a job done well, then their people will reflect that importance through the delivery of their work. This will directly impact the customer/ stakeholder experience.



If as a manager you are in touch with your own values about what is important and why, you can make more informed choices about *what* you do in the workplace and *how* you do it - and also what you *won't* or *can't* do.

This will give you more sense of personal control and will directly impact the way you are perceived by others. Your behaviour will be contributing to the style and culture of the organisation and how others in turn behave

Articulating what is important to you and why, and knowing what is important to your team members will give you more options about how to keep yourself and those who work with you engaged and motivated.

Your reputation as a manager, and that of your organisation, will depend on the way people - your Board, executive leaders, employees and customers alike - see you. If your management style motivates groups of people to do their jobs consistently well, then your pivotal role in the success of the team and the organisation will be seen.



## PART 2: VALUES IN PRACTICE

### 2.1 Making values tangible

Values may still seem abstract at this stage, but once you start looking you will constantly become aware of them in yourself and others. You will hear what is most important to people by what they say and what they choose to do; where you see their energy and enthusiasm (or lack of it.) And you will learn to recognise your own values in the way you feel and react at work and outside.

To articulate and share values it helps to ‘name’ them. Below is a list of some of the values identified by the UK Values Alliance as important to people and organisations

(<http://www.valuesalliance.net>)

Acceptance	Decency	Independence	Recognition
Accountability	Dependability	Inner strength	Reliability
Achievement	Development	Innovation	Resourcefulness
Adaptability	Diversity	Integrity	Respect
Appreciation	Dignity	Information	Responsibility
Authenticity	Duty	sharing	Results orientation
Balance	Efficiency	Kindness	Safety
Being valued	Empathy	Knowledge	Security
Being the best	Empowerment	Learning	Sense of Purpose
Belonging	Enthusiasm	Listening	Service
Calmness	Environmental awareness	Love	Sharing
Caring	Equality	Loyalty	Simplicity
Caution	Excellence	Making a	Spirituality
Challenge	Fairness	difference	Stability
Cleanliness	Financial stability	Openness	Success
Collaboration	Forgiveness	Order	Support
Commitment	Freedom	Partnership	Team
Community	Friendship	Patience	Tolerance
Compassion	Fun	Peace	Trust
Competence	Goal orientation	Perseverance	Truth
Connection	Gratitude	Positivity	Variety
Continuous improvement	Growth	Pride	Well being
Control	Harmony	Productivity	Wisdom
Contribution	Helpfulness	Professional	
Cooperation	Honesty	Protection	
Courage	Humility	Quality	
Creativity			
Customer satisfaction			

This is not an exhaustive list and you can use other inventories: For example, the Minessence Values framework consists of 128 discrete and universal values and descriptions <http://www.minessence.net/PDFs/ValueDescriptorList.pdf> . Steve Pavlina gives you an inventory of 418 to choose from to get started <http://www.stevpavlina.com/articles/list-of-values.htm>. The Barrett inventory of values is also widely used (<http://www.valuescentre.com>)

You can identify values from what people say about what matters and why - to them and to others. Listening to employees, customers and other stakeholders, as well as people outside work, will tell you a lot about what their values are. And it is fine to use their own 'values' words.

Different words will mean different things to different people. It is therefore important that whatever words we choose to describe values, we understand and articulate what we mean by the word, what it gives us, and what it looks like 'in action'.

This is particularly important for choosing and defining what we mean by organisation values. This is because the organisation is describing to employees and customers what is important, why it is important, and what can therefore be expected from that organisation and its people.

If we engage employees and customers in this process, the organisation values are much more likely to align to their personal values, and to be meaningful and motivational to them

*For more information about values inventories and other ways to identify individual and organisation values see section 3.0*

## 2.2 The relationship between values, needs and motivation

Values are the things that are most important to us, which we prioritise above other things in the choices we make. Values are therefore a collection of *what we need* (or have to have), and *what we desire* (the things we would like or want to have)

Some values describe the *outcome* we seek (e.g. making a difference, equality, justice); others are more about *how* we experience life’s journey (e.g. collaboration, caring, integrity)

Abraham Maslow’s hierarchy of needs is well known and ‘universal’. In reality our needs are very influenced by our context. Most people in the western world would take their basic needs for granted. Different needs will be important to each of us, and may be more or less important at different times in our lives.

Maslow suggests that in each case we cannot experience ‘higher level’ needs if the ‘lower levels’ are unmet

### Maslow’s hierarchy of needs



For example, safety and survival can be threatened by job insecurity or safety at work/where we live. Physiological needs would rise in importance if you broke your leg and couldn’t get to work or do your job. Equally, if an elderly relative of one of your team gets ill, being able to care for them becomes a priority. People won’t be able to perform to the best of their abilities without this priority being understood and accepted.

Unmet needs divert energy from the real work we want to do or we want our teams to achieve. For example, we cannot be creative if the office is too cold to work in. We cannot

expect someone to work from home all the time who relies on the team to feel a sense of belonging without putting other measures in place to meet this need in a different way.

Similarly, Herzberg’s Motivation theory states a difference between *motivation* needs which link to the work we do, and *hygiene* (or maintenance) needs which are more about the context of our work and what needs to be in place. *Hygiene needs* will act as demotivators if they are not met. Examples of Herzberg's *hygiene needs* in the workplace are: *relationship with supervisor, work conditions, salary, company car, status, security, and relationship with subordinates* (linked to the lower three levels of Maslow’s hierarchy). Examples of *motivation needs* are completely different e.g. *achievement, recognition, nature of work, responsibility and advancement*.

Of course we don't always have infinite choices or resources. But if as a manager you understand and pay attention to the lower level or ‘maintenance needs’ of your people, which may be absorbing energy or creating dissatisfaction if unmet, then this will allow more energy to go into the higher level needs and motivators of your team members. This will create and bring more value to the team and organisation in terms of energy, commitment and productivity

#### **The Minessence Values Inventory differentiates between Foundation, Focus and Vision Values**

If **Foundation Values** are not fully met they increase in importance and can cause stress. They will need additional energy and effort to satisfy them. We tend to run to foundation values emotionally if we feel under stress/pressure - those times are when the Foundation values are at their "hungriest". *Examples of Foundation values are **Financial Security, Self-preservation, Family Belonging, Care/ Nurture, Self-worth, Tradition***

**Focus values** tend to occupy our waking hours and the ideas that drive our daily activities. When ‘lived’ they provide a sense of fulfilment and richness of meaning. If they can’t or aren’t being lived, this may cause stress. *Example of Focus values are **Achievement, Self-confidence/ competence, Financial Success, Loyalty, Workmanship/Quality, Health and wellbeing***

**Vision Values** paint a picture of the type of world we would like to live in or work in. Vision values are powerful motivators, pull us forward, a source of inspiration. Typically they are energy giving rather than energy draining and will provide great value to any organisation that can harness these. *Examples of vision values are **service/ vocation, pioneerism/ progress, generosity, human dignity, discovery and insight, interdependence***

**The Barrett Values Centre define ‘Seven levels of consciousness’ and aligns values to these**

**Basic needs:**

**Survival** e.g. *health, security, financial stability*

**Relationship** - *feeling protected and loved*

**Self-esteem** - *feeling a sense of self-worth*

**Growth needs:**

**Transformation** e.g. *adaptability, learning, personal growth*

**Internal cohesion** e.g. *integrity, honesty, creativity*

**Making a difference** - *living your purpose*

**Selfless Service** - *Caring for humanity and the planet*

Note: Patterns of values are unique to each individual. They move in priority and time

## 2.3 Using values to enhance employee engagement

Values have a key relationship to employee engagement.

Employee Engagement is a major topic in national and international conversations and a term which is increasingly being used by organisations because of the impact it is known to have on other key effectiveness measures (*see employee engagement-the evidence – below*)

Engaged employees bring greater productivity to their work, and engaged employees feel more personally and professionally fulfilled in their work. If the values of staff are being met in terms of their needs and motivators (see previous section), they will be more ‘engaged’, and productivity will increase

- Only around a third of UK employees say they are actively engaged at work.
- 64% of people say they have more to offer in skills and talent than they are currently being asked to demonstrate in their work

[www.engageforsuccess.org](http://www.engageforsuccess.org)  
(Feb 2013)

The Chartered Institute of Personnel and Development (CIPD) describes employee engagement as “being positively present during the performance of work by willingly contributing intellectual effort, experiencing positive emotions and meaningful connection to others” (CIPD 2013).

The CIPD measures employee engagement in its employee outlook survey every quarter ([www.cipd.co.uk/ Research](http://www.cipd.co.uk/Research)) which explores employee attitudes in the fast-changing world of work in the UK. This and other similar national and international employee engagement metrics, indicate that typically engagement levels in the UK are 30-35% (up to 50% in the voluntary sector.) This means that only a third of UK staff are actively engaged at work, and 20 million workers are not delivering their full capability or realising their full potential at work. This provides huge scope for an increase in productivity and satisfaction if engagement is enhanced

The figures for the USA are similar with 70% of workers not engaged (Gallup)

ORC International (<http://www.orcinternational.com>) defines engagement in terms of ‘say, stay and strive’ principles:

- SAY=Employee advocacy - whether employees are inclined to speak positively about the organization to colleagues and potential employees and other people externally.
- STAY=Employee Commitment - reflects an employee’s commitment to the organisation in terms of whether they wish to stay with the organisation, develop their career there and really be a part of the organisation.
- STRIVE=Discretionary effort - the extent to which employees are willing to go the extra mile and put discretionary effort into their work.

Values are at the heart of successful employee engagement. 'Engaging For Success' lists four enablers shown below (<http://www.engageforsuccess.org>). All four of these ‘enablers’ has a link to employee engagement and as a manager you have a key role in influencing all of these

Engaging For Success's Four Enablers	What do I need to do as a manager?
<p><b>Visible, empowering leadership providing a strong strategic narrative about the organisation, where it’s come from and where it’s going.</b></p> <p><i>Use your values to motivate and tell a story, both internally and to the outside world</i></p>	<p>Translate the narrative into what's important for your business and how staff contribute to this. It's not a one off job. You need to keep asking, how this is reflected in what we do and why, and how we deliver our services. Collect feedback and constantly review how this fits with your strategy and performance at every level of the organisation, from Board downwards. How is it reflected in your values and behaviour and what people say about these?</p>
<p><b>Engaging managers, who focus their people and give them scope, treat their people as individuals and coach and stretch their people.</b></p> <p><i>Understand what is important to each member of your team –what they need, what they aspire to, how they perform best</i></p>	<p>Managing is more than giving out instructions and deadlines. Explain how what is important to the organisation and you as a manager links to the work of the team and how you do it together. Understand how to meet the different individual needs of your team members within what is important to the organisation</p>
<p><b>There is employee voice throughout the organisations, for reinforcing and challenging views, between functions and externally, employees are seen as central to the solution.</b></p> <p><i>Show in your personal and organisation values and practices that staff are listened to and their views matter</i></p>	<p>Talk to your staff at every level and at every opportunity, both through formal channels and informally, to find out what they think is important and whether it is being met. Use focus groups and other opportunities to engage staff in what values are important, how this is being demonstrated and what is getting in the way. Use staff surveys and other feedback mechanisms to find out if staff think the values are being met. Follow up on negative feedback and engage staff on ideas for improvement and solutions</p>
<p><b>There is organisational integrity – the values on the wall are reflected in day-to-day behaviours. There is no ‘say –do’ gap.</b></p> <p><i>Hold managers to account, not only for results but how these are delivered</i></p>	<p>Lead by example.                      Behave in accordance with your values as a manager and an appropriate way that promotes the values of the organisation.                      Be visible                      Ask for personal feedback and act on it                      Recognise and reward/promote examples of behaviour which match the values you are seeking                      Act when you see behaviours that do not reflect the values that are important to your organisation and you as a manager in it                      Be accountable</p>

Current measures of staff engagement are still developing and are not consistent. In organisations, staff surveys remain the most common form of assessing employee engagement. Many staff are cynical about these and surveys are not very effective because often they are not followed up. They are seen as 'top down' or done by HR, and do not always identify the things that are most important to people.

Meaningful employee engagement needs to reflect the needs of staff and what is most important to them, not just the organisation. Leaders and managers need to be seen to take this seriously, and to measure and follow up in the same way as customer satisfaction surveys are.

By listening to what is most important to staff, i.e. their values, and the extent to which these are met, action can then be focused on the areas that will make the biggest difference to individual and organisation engagement, productivity and effectiveness.



### Employee engagement – the evidence

#### Organisations with engagement scores in the top quartile

- have twice the annual net profit than those in bottom quartile
- have revenue growth 2.5 times of those in the bottom quartile
- have 18% higher productivity than those in the bottom quartile
- average 12% higher customer advocacy
- 59% of engaged employees say their job brings out their most creative ideas (3% for least engaged)
- Companies with high level of engagement show employee turnover of 40% lower than those with low engagement
- Organisations with those in bottom quartile engagement average 42% more accidents

#### **UK productivity was 20% lower than rest of G7 in 2011**

*<http://www.engageforsuccess.org>*

### PART 3: PRACTICAL TOOLS, HINTS AND TIPS

#### 3.1 How can I identify and work with my personal values?

This is the starting point for working with values. Self-awareness will not give you solutions but will tell you what the key ingredients of the ‘right solution’ is for you

If you are in touch with your own values about what is important and why, then you can make more informed choices about what you do in your work and beyond and how you do it.

It will also help you to recognise and articulate the importance and role of values when working with others – for yourself and for them, enhancing the decisions you take

Here's a useful to do list:

#### Exercise: Reflective questions you can ask to identify/connect with your own values

*An easy way to identify what is important to you is to reflect on everyday actions, engaging both your thoughts and feelings. Working with values starts with self-awareness. Below are a few examples*

Situation	Reflective questions
After a good day.....	What has been good about today? What has given me energy? What am I most pleased about/ why? What am I going to do more of? What am I going to do next and why? Who has made me feel good to day? Who have I made feel good today
After a bad day.....	What has made today bad or difficult? Why do I mind about this? What has been missing? Who has upset me or made me cross today? Why do I mind? Who could I have treated better today? What have I avoided today? What will I not repeat/do again?
Planning an evening, weekend or holiday?	What is most important to me about this? Why? What do I want this to give me? Who else needs to be part of this?
Responding to an opportunity?	What will this give me that is important? Who else will benefit? What will I lose or do I need to give up to do this? Am I willing to pay this price?

- *Look for patterns*



- *Notice extreme feeling and reactions*
- *Do more of what feels good.*
- *Seek support in breaking out of what is not working for you*

### Using questionnaires and inventories

If you want to take your values exploration further you may choose to use an inventory. But beware. Values are complex and powerful and poor information is worse than none

You can use a general list to select the 5 or 10 values that are most important to you, such as those on page 12 of this guide. However there is a risk that you may select values which you think should be important rather than the ones that actually are.

Some more sophisticated questionnaires may identify things we don't like, don't agree with or don't understand. Seek an appropriate tool and supplier

Choose carefully, and look for coaching support if you are serious about using your values to make change

#### *Example questionnaires*

**The Minessence Values framework** consists of 128 discrete and universal values and descriptions <http://www.minessence.net>. There is a powerful diagnostic tool which can only be accessed through licenced practitioners and there are a range of report options. It provides a dynamic view of your foundation, focus and vision values (see page 12) which provides a very useful insight for making personal change

**The Barrett inventory of values** is also widely used internationally (<http://www.valuescentre.com>)

There are a range of options, including a free on line questionnaire and more complex versions for individual coaching, personal and organisation development

**VIA Signature strengths (Seligman)** is an easy to use, free self-assessment designed by some of the greatest thinkers in the field of positive psychology. It gives an individual insight into their personal 'strengths of character' each of which will have specific underpinning personal values. While this tool doesn't give you a list of what you value per se it does help you to focus on the ways in which you make a positive difference in work and at home. <http://www.viacharacter.org/www/The-Survey>

## 3.2 Identifying and working with the personal values of other people

Effective managers use every day conversation as a catalyst for understanding the values of people and motivating them.

Managers manage people in the here and now. To get the best from people a good manager recognises that everyone's values are different and what is motivational and meaningful for one person will be different for another. Whatever is going on, a manager needs to be able to help individuals to be the most effective they can be at work.

### *Questions you can ask to connect with the values of others*

*Day-to-day people management and managing effective relationships requires conversations which include what is important to others - through questions and listening to what is said (or is not said)*

*For example, when recognising/acknowledging achievements:*

- Ask what was particularly satisfying about their work/that task
- Why are they pleased with certain achievements?
- What did they take away from it?
- What could have made the task easier, quicker?
- What additional support would be useful?
- What else would they like to do in that area of work?

*When things haven't gone so well:*

- Ask how they feel about it
- What would they like to be different next time
- How can you support them?
- What have they learned?

*Just asking about weekends and holidays will give you more information about what is important to people. Equally, notice when someone withdraws his or her effort, gets easily upset, angry with a colleague etc. Never assume it will blow over. With others notice where their energy is. When does their mood change or lift?*

*Observe behaviour but don't jump to conclusions as to why. Use simple questions to feedback what you have noticed. Leave the other person to choose what they tell you. It may be about work or something else and people will choose what they share*

Once you start observing and talking to people in this way you will spot what is important to people, which gives you more choice about how to respond and get the best from them.

Once you know more about what is important to an individual and why, you will have more choices about how to help that person meet that need. If the need cannot be met you can

have a more honest and authentic conversation about why. If the individual is also made more aware of what is important to them this will also empower them to make subsequent decisions.

### 3.3 Using values to help teams work better together

#### Harnessing individual values for team performance

Awareness of other people's values helps us understand what motivates them and causes them to act as they do. They enable us to make choices about how we relate to others and what we expect of them. And how we can help others to be their best. Understanding different values of individuals in teams can bring benefits of diversity and help us use the particular interests or passion of others to get things done.

Meredith Belbin has identified nine different roles which are necessary for team success [www.belbin.com](http://www.belbin.com). Each preferred role is likely to be underpinned by different values. Enabling people to work in line with their values will create happier individuals and teams, improving results and performance

Team role	What individual brings to the team	Potential Underlying value
IMPLEMENTERS	Getting the task done Practical solutions Organisation	Loyalty Accountability Responsibility
TEAM WORKERS	Harmony Social orientation Team spirit	Belonging Caring Cooperation
MONITOR EVALUATORS	Analysis Judgement Objectivity	Quality Efficiency Control
COMPLETER FINISHERS	Detail Getting the job finished	Perseverance Patience Reliability
PLANTS	New ideas Solutions Knowledge	Creativity Freedom Innovation
RESOURCE INVESTIGATORS	Finding useful people and resources Problem solving Energy	Connection Resourcefulness Positivity
CO-ORDINATORS	Listening Focus on objectives Order	Efficiency Fairness Stability
SHAPERS	Dynamism Results Challenge	Sense of purpose Achievement Courage
SPECIALIST	Technical/ functional expertise	Professionalism Competence Knowledge

**Team building exercise** – use Belbin’s questionnaire/ team roles, or another tool such as Insights or MBTI, with appropriate training or support. Individuals identify their preferred type or style, and then share these in their team, explaining why this is important for them and what they need from others. Work as a group to understand how to get the best from each

*team member, how to fill in gaps and how to remove obstacles or behaviour which is getting in the way*

### **Identifying shared values within a team or across teams**

People work in teams. While each individual in a team will have their own values, there will be values that are common to each person in that team. Understanding these, and working in a way which harnesses these, will increase the commitment and performance of each individual. It will also enhance the performance of the team, especially when aligned to the purpose and objectives of the team/ organisation

It will also help you to identify where different teams have different values which may be in conflict. This may be because of the specific purpose or objectives of that team or because of the nature of the specific individuals in the team. Making this difference explicit will help team members understand reasons for the conflict and to remove obstacles where necessary. Teams may also see where they have overlapping values and purpose, and how to use this to mutual advantage.

#### **Exercise 1 – using cards**

*Either buy or create cards defining different values. You can select these from your chosen values inventory, including the ones in this guide.*

*Ask team members to select a card which is essential to them for delivering the work of their team. Ask then talk about the card (s) they have chosen and why.*

*Group the ones that are similar and different*

*Facilitate discussion in whole group or smaller groups about the implications for joint teamwork or collaboration*

#### **Exercise 2 – using a questionnaire (this requires more time)**

*1) Ask individual team members to select from the table below (or similar) the 5 values that are most important to them personally. You may want to use a questionnaire/ inventory such as the VIA strengths finder ([www.viastrengths.org](http://www.viastrengths.org).) or an alternative. From these summarise the 10 top shared values by team*

*2) Ask individual team members to select from the same table below (or chosen inventory/ questionnaire) the 5 values that are most important to their team or organisation in delivering their work. From these summarise the top 10 shared values by team*

*3) Using the lists of shared personal and team/ organisation values, agree the top 5 values for each team. Where appropriate agree values (3-5) which are shared across teams.*

Juliet Hancock: The value of values – a manager’s guide

4) For each of the chosen shared values discuss and identify the individual and team behaviours which support the achievement of that value

4) Facilitate discussion in whole group or smaller groups about the implications for joint teamwork or collaboration and how to encourage the required behaviours

Acceptance	Decency	Independence	Recognition
Accountability	Dependability	Inner strength	Reliability
Achievement	Development	Innovation	Resourcefulness
Adaptability	Diversity	Integrity	Respect
Appreciation	Dignity	Information	Responsibility
Authenticity	Duty	sharing	Results orientation
Balance	Efficiency	Kindness	Safety
Being valued	Empathy	Knowledge	Security
Being the best	Empowerment	Learning	Sense of Purpose
Belonging	Enthusiasm	Listening	Service
Calmness	Environmental awareness	Love	Sharing
Caring	Equality	Loyalty	Simplicity
Caution	Excellence	Making a	Spirituality
Challenge	Fairness	difference	Stability
Cleanliness	Financial stability	Openness	Success
Collaboration	Forgiveness	Order	Support
Commitment	Freedom	Partnership	Team
Community	Friendship	Patience	Tolerance
Compassion	Fun	Peace	Trust
Competence	Goal orientation	Perseverance	Truth
Connection	Gratitude	Positivity	Variety
Continuous improvement	Growth	Pride	Well being
Control	Harmony	Productivity	Wisdom
Contribution	Helpfulness	Professional	
Cooperation	Honesty	Protection	
Courage	Humility	Quality	
Creativity			
Customer satisfaction			

### 3.4 For organisations: Identifying/refreshing organisation values

#### How to design/refresh values for my organisation/team?

Values are always personal but some organisations chose to define 'corporate values' which describe the sort of organisation they are, what the organisation stands for and how people will behave collectively.

For organisation values to be meaningful they need to be 'core' i.e. the foundation of the organisations identity and decision making. Employees and customers will be able to describe the sort of behaviour which demonstrate the organisation values (and those that don't). The values will describe the organisations most important, persistent priorities - the ones that always come first when there is a decision to make.

Your staff and your customers have their own values which will influence their behaviour. The greater the alignment between their personal and your organisational values, and the greater the alignment between people's values with one another, the greater the rapport, loyalty and commitment people will have to your organisation and its success.

Organisations spend a lot of effort and money in defining and updating their corporate brand, usually using consultants, stakeholder surveys and focus groups –always using their customers to tell them what is most important to them. Organisations aim to describe in their brand what is unique to them, and is therefore better or more attractive than their competitors.

In contrast, while some organisations also spend a lot of time and effort creating their written organisation values, for many this is a token exercise, created round a board room table or by the HR team.

The result can be very bland values. Every organisation wants and needs 'integrity', 'respect for people', 'quality' and 'customer satisfaction'. How can you select values which provide meaning and engagement for your staff, so you will attract the best people to join you and create the loyalty and commitment which is critical to your organisation's success?

Below are some golden rules

**Some golden rules in creating corporate values**

- 1) Be clear from the top about why you need clear organisation values, how they will fit with your business identity, purpose and objectives, and how your values will be used
- 2) Distil your values into what is really important, which represent the essence of the organisation and you can't do without
- 3) Engage your employees and your customers. However you do it, ask them what is most important to them in the organisation and the work they do/ service they receive – **what** people do and **how** they do it
- 4) Actively listen and use the language your employees and customers use to describe **what** is important and **why** it is important. Explain each value in a straightforward sentence explaining what this value means that people understand
- 5) Translate the chosen values into behaviours. Describe what this value look like in action and role model the behaviour at all levels, starting from the top (see section 3.5)
- 6) Embed the values in your corporate processes, systems and measures (see section 3.6)
- 7) Refine the process. Culture and behaviour never stands still. Values must live, breathe and evolve in the same way people and organisations do to survive, develop and thrive

## **A sample process to create organisation values**

Depending on the size of your organisation, you can use the same process as creating shared values for teams (see section 3.3). The best way to do this is to start at the top with the Board/executive and then to cascade the process through each level of your organisation.

You can also do this in 'diagonal' slices, using representatives from different levels, teams and roles

Or if it fits with your desired corporate culture, you may decide to start at the 'ground floor' of the organisation and work upwards.

## **Identifying shared values across teams**

### **Exercise 1 – using metaphor**

This can work well in some organisation cultures and teams. It has the advantage of engaging imagination and a range of senses. It can be fun and engage a wide range of people and styles if facilitated well with willing participants. It can be quick and simple, or cascaded to a whole organisation and visually captured.

Ask team members to choose a metaphor to represent the organisation e.g. a car, a place, an animal. Ask team members what sort of 'x' (car, place, animal etc.) the organisation is and why. Then get them to describe the key characteristics of their choice. You can do this verbally or get them to describe their ideas visually.

Some organisations do this by providing magazines to enable participants to choose pictures and words that they feel are appropriate

Use facilitation to draw out the common themes and shared images that describe what is best about the organisation, and essential to its future.

### **Exercise 2 – using cards**

*Either buy or create cards defining different values. You can select these from your chosen values inventory, including the ones in this guide.*

*Ask team members to select a card which is essential to them for delivering the work of their team. Ask then talk about the card (s) they have chosen and why.*

*Group the ones that are similar and different*

*Facilitate discussion in whole group or smaller groups to agree and define the ones that are core to the organisation.*



**Exercise 3 – using a questionnaire (this requires more time)**

**Stage 1:** Ask individual team members to select from the table in section 3.3 (or similar) the 5 values that are most important to them **personally**. From these summarise the top 10 shared values by the group. This can also be cumulated for the whole organisation if required

**Stage 2:** Ask individual team members to select from the table below (or similar) the 5 values that they believe are most important to the **organisation**. From these summarise the top 10 shared values by team. This can also be cumulated across the organisation

**Stage 3:** (optional) Ask individual team members to select from the table below (or similar) the 5 values that they believe are most important for **colleagues** to demonstrate. From these summarise the top 10 shared values by team. This can also be cumulated across the organisation

**Stage 4:** From the three lists of 10 values, select 5-6 values that are shared across all three lists

**Stage 5:** Once the five shared values are agreed (by group or across the organisation), use focus groups or further team events to come up with strong organisation statements which describe what the value means in the context of your organisation and the individual and team behaviours which support the achievement of that value

**Stage 6:** You may want to include other stakeholders, including service users or customers in the process, particularly at stage 5

Acceptance	Decency	Independence	Recognition
Accountability	Dependability	Inner strength	Reliability
Achievement	Development	Innovation	Resourcefulness
Adaptability	Diversity	Integrity	Respect
Appreciation	Dignity	Information	Responsibility
Authenticity	Duty	sharing	Results orientation
Balance	Efficiency	Kindness	Safety
Being valued	Empathy	Knowledge	Security
Being the best	Empowerment	Learning	Sense of Purpose
Belonging	Enthusiasm	Listening	Service
Calmness	Environmental awareness	Love	Sharing
Caring	Equality	Loyalty	Simplicity
Caution	Excellence	Making a	Spirituality
Challenge	Fairness	difference	Stability
Cleanliness	<i>Financial stability</i>	Openness	Success
Collaboration	Forgiveness	Order	Support
Commitment	Freedom	Partnership	Team
Community	Friendship	Patience	Tolerance
Compassion	Fun	Peace	Trust
Competence	Goal orientation	Perseverance	Truth
Connection	<i>Organisation growth</i>	Positivity	Variety
Continuous improvement	Gratitude	Pride	Well being
Control	Growth	Productivity	Wisdom

Contribution Cooperation Courage Creativity <i>Contribution to society</i> <i>Customer satisfaction</i>	Harmony Helpfulness Honesty Humility	Professional <i>Profit</i> Protection Quality	
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<http://www.valuesalliance.net>

Beware of using/including the values in italics. These are common to most organisations and you will have other measures of these. Include organisation values which can also be personal values to get maximum alignment.

If you include values such as ‘Contribution to Society’ or ‘Customer Satisfaction’ in your inventory and they are selected, use stage 5 and stage 6 to find strong values statements which describes what is unique to your organisation .e.g. the contribution it makes to society, or what it is that makes your satisfied

## Some examples of organisation values that define organisation culture and brand

### Johnson and Johnson’s

Johnson and Johnson’s credo has been around since 1943

*Our Credo has been the moral compass for our business since 1943. It guides the decisions we make, the emphasis we place on our stakeholders, and the way we conduct business”*

This includes

*‘Support good works and charities’*

*‘bear our fair share of taxes’*

*‘Maintain in good order the property we are privileged to use’*

**Etsy** (Etsy is a peer-to-peer e-commerce website focused on handmade or vintage items and supplies, as well as unique factory-manufactured items under Etsy’s new guidelines, released in October 2013.)

The Etsy mission is guided by these principles

- We are a mindful, transparent and humane business.
- We plan and build for the long term
- We value craftsmanship in all we make
- We believe fun should be part of everything we do
- We keep it real, always

(ETSY progress report 2013)

### John Lewis

**The John Lewis Partnership’s principles define how we run our business. They are as relevant today as they were when they were set out by our founder, John Spedan Lewis, in our constitution**

#### Power

Our Partners are able to influence their business at all levels of the Partnership through the democratic structure and the representative bodies which are defined in our constitution.

#### Profit

The Partnership aims to make sufficient profit from its trading operations to sustain its commercial vitality and finance its continued development, to enable it to undertake other activities consistent with its ultimate purpose and to distribute a share of those profits each year to its members.

#### Knowledge

We provide our Partners with the knowledge they need to carry out their responsibilities effectively as co-owners of the Partnership.

#### Members

The Partnership aims to employ people of ability and integrity who are committed to working together and to supporting its Principles. Relationships are based on mutual respect and courtesy, with as much equality between its members as differences of responsibility permit. The Partnership aims to recognise their individual contributions and reward them fairly.

#### Customers

The Partnership aims to deal honestly with its customers and secure their loyalty and trust by providing outstanding choice, value and service.

#### Business relationships

The Partnership aims to conduct all its business relationships with integrity and courtesy and to honour scrupulously every business agreement.

#### The community

The Partnership aims to obey the spirit as well as the letter of the law and to contribute to the wellbeing of the communities where it operates.

In business since 1916, **Harley Davidsons’s core values** are straight forward:

1. Tell the truth
2. Be fair
3. Keep your promises
4. Respect the individual

## 5.4 What values look like in action - behaviours?



Leaders and managers indicate to staff and customers what is important by what they actually say and what they do - not what is written on the wall or in corporate literature.

Whether they are written down or not, values define your brand and reputation. They need to be translated into the behaviours which you need to be effective as a business, and lived out in everyday practice and experience.

The words and deeds of all staff will be seen by others as an example of the culture of the organisation in practice.

To make values live and stick they need to be practiced and visible in everything you say and do - formal and informal.

Clear organisation values will include a description of the sort of behaviour that is expected, which then needs to be practised. Only then will the values be truly experienced by employees and customers, and people (including senior managers) rewarded or held to account accordingly.

Many organisations describe these in standards of behaviour or competencies

## Values and behaviours in the NHS

Post the damning Francis Report into the failings at Mid Staffs hospital, NHS Trusts are now required to adapt interviews and selection processes to gauge whether candidates personal and professional values align with the NHS ( *see section 3.6 Embedding values in recruitment*) In October 2014 the NHS Health Education England launched the national Values Based Recruitment framework <http://hee.nhs.uk/work-programmes/values-based-recruitment/national-vbr-framework> to ensure all students and staff entering the NHS not only have the right skills, but the right values to care for patients. From autumn 2015 all applicants for health care courses will be assessed against these, which are contained within the NHS constitution.

The framework is designed around 6 core requirements which have been developed on the basis for evidence and extensive engagement with stakeholders. All NHS organisations will be required to adapt their recruitment and other processes in line with these.

Many NHS organisations have already been adopting these values –see example below. An example of this is below, where each value is described in terms of what is expected.

Teams can then work out together how they will deliver these in practice, objectives can be set and measures can be set accordingly, and performance evaluated using feedback and other evidence examples. The VBR framework includes tools to assist organisations to do this.

### **NHS Health Education England 15 year Strategy**

“The workforce will have the skills, values, behaviours and support to provide safe, high-quality care wherever and whenever the patient is, at all times and in all settings”

“Delivering the NHS Constitution ‘will be able to bring to bring the highest levels of knowledge and skill at times of basic human need when care compassion are what matter most.’

## Lewisham and Greenwich NHS Trust

*These were introduced at the start of the new Trust in October 2013.*

<b>NHS Value Core (NHS Constitution and VBR framework)</b>	Lewisham and Greenwich NHS Trust behaviours
<p><b>Respect and Dignity</b>  <i>“We value every person – whether patient, their families or carers, or staff – as an individual, respect their aspirations and commitments in life, and seek to understand their priorities, needs, abilities and limits.”</i></p>	<ul style="list-style-type: none"> <li>• Respect our patients and our colleagues</li> <li>• Actively engage patients, carers and staff in decision making at every level</li> </ul>
<p><b>Commitment to quality of care</b>  <i>“We earn the trust placed in us by insisting on quality and striving to get the basics of quality of care – safety, effectiveness and patient experience – right every time.”</i></p>	<ul style="list-style-type: none"> <li>• Provide high quality, safe and effective care</li> <li>• Effective use of resources to deliver excellent patient experience</li> <li>• Be open and transparent in terms of our performance</li> </ul>
<p><b>Compassion</b>  <i>“We ensure that compassion is central to the care we provide and respond with humanity and kindness to each person’s pain, distress, anxiety or need.”</i></p>	<ul style="list-style-type: none"> <li>• Put patients, their families and carers at the heart of everything we do</li> <li>• Listen and respond to feedback from patients, GPs and other stakeholders</li> </ul>
<p><b>Improving Lives</b>  <i>“We strive to improve health and well-being and people’s experiences of the NHS.”</i></p>	<ul style="list-style-type: none"> <li>• Deliver the right care, at the right place, at the right time</li> <li>• Encourage innovation in all we do</li> </ul>
<p><b>Working together for patients</b>  <i>“Patients come first in everything we do”</i></p>	<ul style="list-style-type: none"> <li>• Work creatively with local partners to secure benefits for local people</li> <li>• Support our staff to ensure they have access to the education, training and development opportunities they need to do their job well</li> </ul>
<p><b>Everyone counts</b>  <i>“We maximise our resources for the benefit of the whole community, and make sure nobody is excluded, discriminated against or left behind.”</i></p>	<ul style="list-style-type: none"> <li>• Respectful of everyone’s view</li> <li>• Open –minded and willing to change and do things differently</li> </ul>

**Zappos** has placed its culture and behaviours at the heart of its success in becoming one of the Fortune 100s best places to work and holds everyone accountable for their behaviour  
<http://www.zapposinsights.com/>

Core value and explanation	Questions to ask yourself / your staff – how do you demonstrate this (examples)
<p><b>Deliver WOW Through Service</b>  <i>At Zappos, anything worth doing is worth doing with WOW</i></p>	<ul style="list-style-type: none"> <li>• <i>What are things you can improve upon in your work or attitude to WOW more people?</i></li> <li>• <i>Have you WOWed at least one person today?</i></li> </ul>
<p><b>Embrace and Drive Change</b>  <i>Part of being in a growing company is that change is constant</i></p>	<ul style="list-style-type: none"> <li>• <i>How do you encourage more change to be driven from the bottom up?</i></li> <li>• <i>Are you empowering your direct reports to drive change?</i></li> </ul>
<p><b>Create Fun and A Little Weirdness</b>  <i>At Zappos, we encourage you to be fun and be a little unconventional</i></p>	<ul style="list-style-type: none"> <li>• <i>How much fun do you have in your job, and what can you do to make it more fun?</i></li> <li>• <i>What do you do to make your co-workers’ jobs fun as well?</i></li> </ul>
<p><b>Be Adventurous, Creative and Open-Minded</b>  <i>We encourage you to take risks</i></p>	<ul style="list-style-type: none"> <li>• <i>Do you push yourself outside of your comfort zone?</i></li> <li>• <i>Is there a sense of adventure and creativity in the work that you do?</i></li> </ul>
<p><b>Pursue Growth and Learning</b>  <i>At Zappos, it’s important to constantly challenge and stretch yourself</i></p>	<ul style="list-style-type: none"> <li>• <i>How do you get your co-workers and direct reports to grow personally and professionally?</i></li> <li>• <i>Are you learning something everyday?</i></li> <li>• <i>Are you doing everything you can to promote company growth?</i></li> </ul>
<p><b>Build Open and Honest Relationships With Communication</b>  <i>At Zappos, be a good listener as well as a good communicators.</i></p>	<ul style="list-style-type: none"> <li>• <i>How much do people enjoy working with you?</i></li> <li>• <i>How can you make your relationships more open and honest?</i></li> <li>• <i>How can you do a better job of communicating with everyone?</i></li> </ul>
<p><b>Build a Positive Team and Family Spirit</b>  <i>We are more than just a team though -- we are a family</i></p>	<ul style="list-style-type: none"> <li>• <i>How do you encourage more teamwork?</i></li> <li>• <i>What can you do with your team members so that you feel both like a family and a team?</i></li> <li>• <i>Do you exemplify a positive team spirit?</i></li> </ul>
<p><b>Do More With Less</b>  <i>There is always room for improvement in everything we do</i></p>	<ul style="list-style-type: none"> <li>• <i>How can you do what you’re doing more efficiently?</i></li> <li>• <i>How can your department become more efficient?</i></li> <li>• <i>How can you personally help Zappos become more efficient?</i></li> </ul>
<p><b>Be Passionate and Determined</b>  <i>We value passion, determination, perseverance, and the sense of urgency</i></p>	<ul style="list-style-type: none"> <li>• <i>Do you love what you do and who you work with?</i></li> <li>• <i>Do you believe in what we are doing and where we are going?</i></li> <li>• <i>Is this the place for you?</i></li> </ul>
<p><b>Be Humble</b>  <i>Humility is the quality of being humble: modest, not proud, doing something out of the goodness of your heart, not for yourself.</i></p>	<ul style="list-style-type: none"> <li>• <i>Are you humble when talking about your accomplishments?</i></li> <li>• <i>Are you humble when talking about Zappos’ accomplishments?</i></li> <li>• <i>Do you treat both large and small vendors with the same amount of respect that they treat you?</i></li> </ul>

### Exercise1: Identifying behaviours to support values

*In a team, ask the following questions for each value and capture example*

- *How do I/ we demonstrate this value well **in my/our work to customers?***
- *How do I/ we demonstrate this value well in my/our work with colleagues?*
- *How do I/ we demonstrate this value well to my/our staff*
- *Give an example of how you would like your manager to demonstrate this value*
- *Give an example of how you expect your people to demonstrate that value*
- *Think of someone who demonstrate this value well. What do they say/ do?*
- *How would you expect all managers to demonstrate this value*
- *What could I/ we do better to demonstrate this value?*

### Exercise 2: Experiencing values in practice

*Stage 1 (Individual) Imagine someone is demonstrating this value to you as a customer or colleague. Write down everything that you hear them they saying or see them doing? How does it make you feel?*

*Stage 2 (In Pairs or groups) Share your ideas and come up with a list of the behaviours that have most impact*

### Exercise 3: Living values

*Decide which value you/ your team want to practise/ develop*

*Identify some practical examples of things you can do to practise this in the next week/ month and write these down as commitments*

*Record an example of each time you do this in practice and the result. Add examples of other things you do or experience (or see/ hear others do)*

*At the end of the week/month review these examples with your team members*

Value	How I will demonstrate this	Examples/ Evidence	Impact/ What I will do as a result
Day 1 or Week 1			
Day 2 Or Week 2			
Day 3 or Week 3			
Day 4 or Week 4			
Repeat.....			



### 3.6 Embedding values and making them live – hints and tips

#### How to embed values into corporate processes and communications?

Embedding values is about ensuring that your values are embedded in all your corporate processes and communications. Below is a table with some starter thoughts and tips

<p><b>Corporate process</b></p>
<p><b>Setting Targets/Objectives</b></p> <p><i>Do your organisation, team and individual objectives and measures describe ‘how’ each target should be met as well as what?</i></p> <p><i>Do you have objectives and measures about values that are important to your organisation?</i></p> <ul style="list-style-type: none"> <li>• Engage your Board and senior team in setting direction and identifying what is most important – don’t delegate it to ‘business planning’</li> <li>• Describe organisation objectives in terms of ‘why’, and ‘how’ not just ‘what’</li> <li>• Include objectives and measures which explicitly relate to your organisation values</li> <li>• Include objectives which focus on improving behaviour and process not just end results</li> <li>• Ensure you know how each objective will be measured</li> <li>• Include measures which related to customer and staff feedback, and what people are saying and doing as a result. Be clear about the standards of behaviour expected</li> <li>• Cascade organisation objectives to departments and teams – engage them in translating cooperate objectives into the contribution their team can make – including ‘why’ this is important and how they will implement it, linked to what is important and is felt to matter</li> <li>• Engage every part of the business so they understand their contribution and can include objectives and measures which are relevant to them</li> <li>• Encourage staff to come up with objectives and development actions which link to their personal values – they will be more motivated to achieve them</li> <li>• Feedback and communicate results at every level in a way which explains the difference meeting (or failing to meet) the objective has made, linked to your purpose and values</li> </ul>
<p><b>Performance Appraisals</b></p> <p><i>Does the appraisal system allow managers and individuals to measure behaviour in both quantitative and qualitative ways? Is appraisal seen to matter/make a difference?</i></p> <ul style="list-style-type: none"> <li>• If behaviour linked to values matters, it needs to sit at the heart of your team and individual performance management and review process</li> <li>• Everyone needs to be appraised – From board members through senior Executives to causal or temporary staff using the same standards of behaviour</li> <li>• Performance measurement/ ratings needs to reflect not just the achievement of results but how they were achieved</li> <li>• Include feedback from others about behaviour. This can be through a formal or informal 360 feedback process; asking the views of others; encouraging staff to bring their own examples of feedback received</li> <li>• If your are a manager, ask for feedback for your staff and others about your behaviour and encourage your staff to do the same</li> <li>• If measurement against competencies are included in the appraisal process, seek actual example of how the competency has been met or exceeded – or not met. Be specific about the behaviour and its impact (avoid ticking boxes)</li> <li>• Consider a separate section of the appraisal on how staff have demonstrated their commitment to the values of the organisation, and ensure this importance in overall rating</li> <li>• Encourage staff to come up with development actions which link to their personal values</li> </ul>

- Show how you do appraisals what is important to you. Carry out appraisal discussions in a way which reflects what is important to each individual (not one size fits all). What do they need and value from you to give their best?
- Remember appraisal is a continual process, not just once a year. Be consistent, and use informal feedback and review on a regular basis

## Recognition

*Is good behaviour in terms of corporate values recognised, if so how. Is 'bad' behaviour in terms of organisational values penalised or ignored*

- Champion tangible examples of individual and team behaviours which demonstrate the values of your organisation and the difference this has made. Be explicit about this
- Informal recognition is as important as formal recognition. This can be a 'thank you' or 'well done' whenever it has been done in a way which aligns with your corporate values. This way positive behaviour is reinforced
- The opposite is equally true. Ignoring behaviour which goes against your corporate or personal values sanctions the poor behaviour and says it is ok
- Whatever forms of formal recognition you adopt, ensure these fit with the values of the organisation. For example, if you have a value which is to 'celebrate success', celebrate it in a way which is meaningful.
- Structure your rewards to reflect what is important to your organisation. If big bonuses are paid to people who clearly don't display the values you are seeking, this will breed cynicism, demotivation and lack of trust. The same is true if people are promoted despite their behaviour, or receive other perceived 'rewards; such as training and other opportunities
- Give recognition in a way which is authentic to your values and in way which relates to the needs of the individual. This could be public or private praise or giving someone extra time off for something important to them. 'Different folks need different strokes'
- Remember we show our behaviour what is important to us. Make sure this fits with what others expect

## Recruitment

*Does your recruitment process attract and select the people who will demonstrate your values and be motivated by them?*

- Review your website and recruitment literature. What culture and values does it demonstrate?
- Review your role profiles and person specs. Do they describe why the job is important, and the personal styles or behaviours that will make a difference?
- Ensure your selection process assess values as well as knowledge and skills
- Consider using appropriate motivation questionnaires or personality questionnaires, which highlight preference and choices
- Ask for examples of why the candidate did something, not just what they did
- Build in an exercise or a presentation which asks them to consider and demonstrate the organisation values and how they can deliver them in their role
- Ensure all people involved in the process and the process itself demonstrate your organisation values (e.g. 'open and transparent', 'respect', 'listening', 'efficiency' etc.)

*(Caution – remember there are no good or bad values. The role of selection is to assess best fit between what is important to an individual and what is important to the role/organisation – and then seek evidence of behaviour which demonstrates this)*

## Corporate Communications

*Does your corporate brand demonstrate your values? Do your internal and external communications to customers, staff and other stakeholders reflect your values?*

- Your brand values help you to ensure that everything that you do, whether written communications, design or photography expresses the unique identity of your business and helps differentiate you from competitors.
- Don't only describe your values, demonstrate them in what you say and how you say it. So if you say you are 'human focused' or 'customer friendly' use a tone which is open, friendly and approachable
- If you have value which is 'open' make sure information is open, honest, transparent and available
- If you have a value which is about 'listening' or 'people's views matter' ensure all your communications are two way and allow for feedback. Communicate face to face at all levels
- Ensure all reflect a consistent tone whether internal or external, formal or informal
- Ensure verbal communications reflect your written communications
- Train staff so they understand the style and tone your organisation requires to reflect its values – whether telephone, email, letter brochures, social media
- Reflect what is important in the environment – what your reception looks like, the capture on the wall, the colours you use, the office lay out, how people dress

**Remember customers see your values not just in what you communicate but how you communicate it - that is you everyone who works in your organisation. Customers speak to customers and modern media has shrunk the world and speed of communication. Manage and protect your reputation**



### 3.7 Measuring Values and their impact – some final ideas

#### Measurement

*Do you measure performance against your corporate values, if so how? How is it reported and to whom? What happens as a result?*

- When setting your corporate objectives decide what indicators of success you will in line with your values and how you will measure these (see setting targets above). Do this for team and individual performance targets as well (see above)
- Include measures that will be reported quarterly to the Board/ Executive e.g. using a balanced scorecard, related to customers, staff and community. Whatever measures you decide to use, make sure they are meaningful and demonstrate their importance by reporting them to all your stakeholders.
- Include ‘quantities’ such as staff turnover; sickness and unplanned absence; Number of grievances; productivity; safety; customer satisfaction; customer loyalty. These are all known to be affected by the level of employee engagement (Gallup) Employee engagement in turn is related to the degree to which people’s values are met ( see section 2.3) Set targets in terms of each of these. Also include ‘qualitative’ measures related to customer and staff feedback. Make managers accountable for these
- Consider that other metrics you can use which are relevant related to your business and reflect your values (e.g. NPS – Net promoter Score which is of customer satisfaction and is now used within the NHS – ‘would you recommend this hospital to your friends and family’ .....
- Consider using a direct employee engagement measure such as OCR and decide how you will use/ monitor this (see section 2.3)
- Consider using a quarterly ‘pulse’ survey which asks directly ‘to what extent does the organisation/ senior management/ my manager is living the organisation’s values’. Publish results by team
- Consider other external measures or accreditation which may reflect your values e.g. Times 100 Top Companies; Investors in People; Investors in Diversity; European Quality Model (EFQM.) Chose an accreditation which will be valued by your staff and customers
- Discuss, agree and share what action you will be taking based on the measurement to focus on the things that matter most to your organisation staff and customers – to develop your strengths and addressing what you want improve. Demonstrate your values in the actions you commit to and show results

#### **“What gets measured gets done”?**

*Focus on measuring what matters*

*Measure it in a way which aligns with your values*

*Demonstrate your values in what you do with the results*

97% of the UKs ‘best workplaces’ cite their business values as a critical contributing factor to their success

Great Places to Work ‘Trust Index’ compares statements that assess employee’s opinions on their organisations’ values-led behaviour e.g.

‘Management actions match its words’ and ‘Management delivers on its promises’.

These correlate directly with high positions in the listing [www.greatplacetowork.co.uk](http://www.greatplacetowork.co.uk)

## 4.0 Further reading and resources

### Websites and tools

**UK Values Alliance** [www.valuesalliance.net](http://www.valuesalliance.net). 'Putting values at the heart of society

**The UK Values Alliance** is a collaborative group that is seeking to promote values in society. We formed as a result of the recent UK National Values Survey, which demonstrated a large gap between the personal values of UK residents and the values they see at a national level. We are a hub for individuals and organisations active or interested in the field of values. Our belief is that by acting together, we can make a bigger difference than we can by acting alone. Our stated purpose is to build a better UK society by helping individuals and organisations be more aware of, understand and live their values.

This website provides information, resources and access to an open network of individuals and organisations who care about values in their work and society

**Engage for Success** [www.engageforsuccess.org](http://www.engageforsuccess.org)

**Engage for Success** is a movement committed to the idea that there is a better way to work, a better way to enable personal growth, organisational growth and productivity for the UK. The web site provides tools, resources and events linked to employee engagement

**Barrett Values Centre** [www.valuescentre.com](http://www.valuescentre.com)

This website provides access to the Barrett Values assessment framework/ questionnaire and a wealth of tools, resources and case studies to help you understand, implement and develop personal and organisation values

**Minessence** <http://www.minessence.net>

This website provides access to the Minessence values assessment framework/ questionnaire and resources/ case studies for working with values

**Magmaeffect** [www.magmaeffect.com](http://www.magmaeffect.com)

This website provides access to the Minessence Values Questionnaire in the UK and further information and resources about values

**VIA Strengths Finder** [www.viastrengths.org](http://www.viastrengths.org)

VIA Character develops character strengths and signature strengths for individuals seeking personal growth. Includes a free questionnaire and other resources

**31 Practices** <http://www.servicebrandglobal.com/31-practices/31-practices-for-organisations/>

**31Practices®** is a trademarked tool which helps employees bring the brand of their organisation to life through their day to day behaviour. The process translates organisational values into practical behaviours so that everybody in an organisation can live these on a day to day basis. A network of licensed 31Practices Practitioners is being developed to promote the concept and deliver 31Practices projects around the world.

**My 31 Practices** <http://www.my31practices.com/>

Juliet Hancock: The value of values – a manager’s guide

My 31 Practices is a personal development tool helping people to release the power of their personal values every day. The online application provides the daily discipline to behave in line with core values.

### **Values Coach**

Provides a range of opportunities, resources and information about values, values coaching and values products and services. <http://valuescoach.co.uk/>

### **Great Places to Work**

Great Place to Work® Institute’s Trust Index® employee survey is the starting point for organisations committed to building a better workplace. Great Place to Work analysts precisely measure the **underlying level of trust** within your organisation, while making targeted recommendations on how to improve your workplace. [www.greatplacetowork.co.uk](http://www.greatplacetowork.co.uk)

### **Further reading and resources**

**Cultures at work blog – Michael Henderson** <http://www.culturesatwork.com/blog>

This website provides useful articles and resources about implementing a values based culture at work

**Values mentors** <http://valuementors.com/client-resources/articles-white-papers/>

This website provides useful articles on living values and also access to AVI values tools

**Leader Values** [www.leader-values.com](http://www.leader-values.com)

Leader Values was founded in 1997 to provide students, researchers and practitioners with the best resources on leadership, innovation, organisation design, change, coaching, team-building and value systems. Everything we do is designed to help better achieve your leadership goals. One of the widest collections of free resources available on the web to browse and study:

### **Books**

**Liberating the corporate soul**, *Richard Barrett*

Barrett’s seminal work, introducing his concept of the “Seven levels of values” and the “Cultural Transformation Tools” widely used around the world to measure organisational and national cultures

**The Values Driven Organisation**, *Richard Barrett*

Barrett’s updated work on organisational values and the management of effective culture change

**Trust Inc: Strategies for building your company’s most valuable asset**, *Barbara Brooks Kimmel*

More than 30 leading experts share their insights on the impact of trust on business success in this handbook on organisational trust

**Man’s search for meaning**, *Victor Frankel*

Auschwitz survivor Frankl believes that man’s deepest desire is to search for meaning and purpose.

Juliet Hancock: The value of values – a manager's guide

**Managing for stakeholders, R. Edward Freeman**

This book addresses the question of how to create value for ALL stakeholders

**Giving Voice to Values: How to Speak Your Mind When You Know What's Right, Mary C. Gentile**

How can you effectively stand up for your values when pressured by your boss, customers, or shareholders to do the opposite?

**"Start With Why: How Great Leaders Inspire Everyone To Take Action" Simon Sinek**

"People don't buy what you do, they buy why you do it" – Sinek explores the power of WHY.

**"Leaders Eat Last: Why Some Teams Pull Together and Others Don't" Simon Sinek**

As in *Start with Why*, Sinek illustrates his ideas with fascinating true stories, from the military to manufacturing, from government to investment banking. He shows that leaders who are willing to eat last are rewarded with deeply loyal colleagues who will stop at nothing to advance their vision. It's amazing how well it works.

**Conscious Capitalism, Raj Sisodia and John Mackey**

The definitive work on the theory and practice of Conscious Capitalism, including compelling evidence of its commercial effectiveness

**Firms of Endearment, Raj Sisodia, David Wolfe and Jag Sheth.**

They argue that today's greatest companies are fuelled by passion and purpose, not cash, and that they earn large profits by helping all their stakeholders thrive. The book offers tips and information on how to build a firm of endearment. Raj Sisodia has found that working cultures built on a foundation of love and care rather than fear and stress are much more likely to have higher levels of trust, both among employees and customers. A significantly revised second edition of the book was published earlier this year

**It's not what you sell, it's what you stand for, Roy Spence**

Spence argues that purpose and values driven organisations, such as SouthWest Airlines, Walmart and BMW are hugely more successful than the average

**The Happy Manifesto, Henry Stewart**

Henry is the CEO of the Happy Company and has put into practice a series of management approaches that challenge the norm and aim to 'make your people feel good now'. The Company has been rated by Business in the Community as the 'Best for positive impact on Society' of any small UK business. Here there are many case studies and examples of putting values into action set out in a practical but challenging way – [www.happy.co.uk/manifesto](http://www.happy.co.uk/manifesto)

**The 31 Practices, Alan Williams and Dr Alison Whybrow**

This is a useful book about how to translate organizational values into practical employee behaviour.

**Leading Through Values - Henderson, Thompson and Henderson**

Offering managers and organisations a practical programme to implement values-based leadership in three significant ways: Support your organisation to become a leader in its chosen market. Link company culture to the business strategy more effectively. Understand and be aware of the values framework underlining and guiding specific leadership styles

Juliet Hancock: The value of values – a manager's guide

**Drive – the surprising truth about what motivates us – Dan H Pink**

As Daniel H. Pink explains in his paradigm-shattering book Drive, the secret to high performance and satisfaction in today's world is the deeply human need to direct our own lives, to learn and create new things, and to do better by ourselves and the world

Research reports

**Valuing support: culture and practice in person centred organisation** (Merseyside Disability Federation) [www.merseydisability.co.uk](http://www.merseydisability.co.uk)

**Profiting from values? What can housing associations learn from independent, values led businesses?** Mark Lupton & Angela Lomax (Savills/ Affinity Sutton)

<http://www.savills.co.uk/promotions/profitting-from-values/asresearchreport.pdf>

You tube

**Dan Pink – Drive** (TED Talks) [www.youtube.com/watch?v=nokBj14p4Mc](http://www.youtube.com/watch?v=nokBj14p4Mc)

**Simon Sinek – Start with Why** (TED Talks)

[http://www.ted.com/talks/simon\\_sinek\\_how\\_great\\_leaders\\_inspire\\_action](http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action)

**Other professional resources**

**Chartered Management Institute (CMI)** <http://www.managers.org.uk/>

- Corporate Values Checklist (262)
- Developing Trust (243)
- Understanding corporate culture (232)

**Chartered Institute of personnel and development CIPD** <http://www.cipd.co.uk/>