Purpose: Organisational values are a company's ethical and moral compass and decision-making foundation. They are the ideals and ethics that management holds dear. They drive decision-making in that they are constantly referred to in the decision-making process. That is, when you are in a tough spot, the answer needs, first and foremost, to be consistent with the organisation's values. They are generally for both internal and external consumption. They tell those in the company how things are done and those outside the company why they want to be associated with this organisation. Organisational values are best when they are few in number (between 3-7) but high in meaning and lived daily.

Process:

1. Individually identify 3-5 top performers in your organisation today who are considered role models for others to emulate—Who are they?

2. Of these people—List all the behaviours that lead you to believe they are top performers.

3. Share as a group the behaviours associated with top performers and list on a flipchart

4. Relook at your High Dream, and identify behaviours that truly represent who you are as an organisation… Take these into this exercise.

5. Organise or group all identified behaviours into similar or related words. For example, integrity, truth, honesty, honour, openness, respect

6. As a group discuss one by one if it is believed to be core to your business. It must be of critical importance and essential for the business.

7. As a group, compare how you as a management team role model these behaviours to see if they are really "CORE" to your organisation's culture.

8. Write your names down on the left hand side of the page and the values on the top from left to right. Place a check mark next to the values that each individual on your leadership team does most of the time. Those values that have a majority check mark beside them are CORE to your organisation.

9. Once identified, now create a statement or paragraph that represents the value and provides a definition of what that really means.

10. As a final check, take an underperformer in your organisation and see how many core values he/she does most of the time. Likely you will find that he/she does not live out the core values of the company on a daily basis

Learnings

The following are typical ideas of how core values should appear and be reinforced within your organisation. Examine the list and place a check in the boxes that you need to begin doing or to improve upon as a management team

☐ Recruitment selection criteria

☐ Orientation/Induction

☐ Role of training/training programs

☐ Performance Evaluations/appraisal forms

☐ Team rewards

☐ Individual rewards

☐ Strategy decisions

☐ Resource allocation

☐ Stakeholder relationships

☐ New customers and suppliers

☐ Policies and procedures

☐ Organisational and job design

☐ Managing change

☐ Operational tasks of quality and service

Where else should they appear and be reinforced within your organisation? How will you communicate and hold people accountable to the values?