

PUTTING VALUES INTO ACTION™

A BlessingWhite Fact Sheet

The new competitive advantage

In every market in every country, there are some companies that consistently have an edge over their competitors. They attract star performers, bounce back quickly after setbacks and rally their troops behind them. They outperform others in revenue, stock price and profits while enjoying greater flexibility, retention and productivity. Their secret? Values.

A value by any other name

Call them what you will: values, beliefs, principles, credos, essential and enduring tenets. The point is not their name but what they are understood to mean. Organisational goals are not values. Neither are mission, purpose or vision. While all have an important place in defining the focus and purpose of an organisation, values are the foundation upon which the others are built.

Beware the credibility gap

It is not enough for senior management to simply pay lip service to an organisation's values. Anyone can pluck values out of the air, write them down and pin them on the wall. The hard part is living the values and standing by them through prosperity and adversity. This is why companies must be absolutely clear that the values they articulate are

truly ones they believe in and stand for. Employees can smell hypocrisy a mile away and become disenfranchised when the values that are practised are not those that are preached.

The senior team needs to not only consistently 'walk the talk' but find engaging and ongoing ways to communicate the organisation's values to employees. A splashy, one-off event will soon be forgotten unless connections are constantly made between the values and what motivates employees in their jobs. Authenticity and consistency spell credibility when it comes to communicating values.

The crucial link

We all work with two sets of values: our own and our company's. A common mistake is to look at corporate values as isolated from individual values. Companies that get the most benefit from values invest the time and effort to help employees identify the common ground. In today's talent market, people are more discerning about which organisations they want to work for. They are no longer willing to put aside their personal goals for the good of the company, or compromise their own values for the organisation's goals. When people understand how they can satisfy

their own values in the context of their company's, they are far more committed to supporting the culture and making decisions that drive business results.

Putting Values Into Action™

As the global leader in values-driven business performance, BlessingWhite offers three processes to help organisations successfully put their values into action:

1. *Organisational Values Clarification™*
2. *Putting Values Into Action*
— Executive Sponsorship
3. *Putting Values Into Action*
— Employee Ownership.

"Values, applied correctly, act like DNA, through which each cell — regardless of its own specialised job — knows the master plan for the whole body. They are critical for the individual and the organisation."

Terry Pearce & David S. Pottruck
Clicks and Mortar: Passion Driven Growth in an Internet Driven World

"This session really helped me begin thinking about how I will weave the organisation's values into the fabric of my job — and how I need to operate on a daily basis to improve my performance and job satisfaction."

PVIA participant

Organisational Values Clarification (OVC)

This totally customised consulting process is designed to help senior teams define a set of values or gain consensus on how previously defined values should be applied in the workplace. Working with key champions and members of the executive team, this powerful process uses a combination of interviews, focus groups and hands-on working sessions.

Organisations use OVC to:

- Gain agreement on the organisation's most important values and operating principles
- Identify which policies, decisions and actions currently support or hinder the organisation's values
- Provide a stronger sense of teamwork and cohesion among the executive team
- Create action plans outlining the roles each member is committed to playing as a leader.

PVIA — Executive Sponsorship

This half- to full-day session will help coalesce your organisation's executive team on the values, get them to commit to what they will do as sponsors of the values and help them make the behavioural connections that are critical to embedding the values into the corporate culture. Other session outcomes include:

- Ensuring delivery of a consistent values message ('walking the talk')
- Translating how the values impact their own departments
- Identifying their personal values/ motivators and linking these to the organisation's
- Enumerating leadership behaviours and actions to support the values (practising what they preach)
- Identifying barriers and challenges they will face as key sponsors of the values
- Creating group action plans to support the values and achieve organisational goals.

PVIA — Employee Ownership

This process helps employees understand how the organisation's values and guiding principles affect them, and how they can put these values into practise on the job. It clarifies how their personal values and goals align with the organisation's, answering the question: 'Why should I commit to these values?'

Following a combination of self-assessment, manager feedback and a one- to two-day working session, employees initiate a meaningful, results-oriented discussion with their manager to create a partnership for strengthening their motivation and

establishing a mutual commitment to achieving both their own and the organisation's goals. The final outcome is a values development plan with specific actions to improve alignment in order to increase job contribution and improve overall satisfaction.

Organisations use PVIA — Employee Ownership to:

- Retain key talent
- Gain commitment to their vision, values and principles
- Enhance morale and motivation
- Improve decision making
- Solidify employee-manager partnerships.

"This process helped my team find the 'sweet spot,' where their convictions and goals intersected with the organisation's. As a manager, I also identified ways to continue connecting the dots for my team."

Manager of PVIA participant