

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. Organizational goals are not values. Neither are mission, purpose, or vision. While all have an important place in defining the focus and purpose of an organization, 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 organization'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 practiced 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 organization's values to employees. A splashy, one-time 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 organizations 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 organization'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 organizations successfully put their values into action:

1. *Organizational 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 specialized job — knows the master plan for the whole body. They are critical for the individual and the organization."

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 organization'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

ORGANIZATIONAL VALUES CLARIFICATION (OVC)

This totally customized 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.

Organizations Use OVC to:

- Gain agreement on the organization's most important values and operating principles
- Identify which policies, decisions, and actions currently support or hinder the organization'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 organization'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 behavioral 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 organization's
- Enumerating leadership behaviors and actions to support the values (practicing 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 organizational goals.

PVIA — EMPLOYEE OWNERSHIP

This process helps employees understand how the organization's values and guiding principles affect them, and how they can put these values into practice on the job. It clarifies how their personal values and goals align with the organization'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

organization'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.

Organizations 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 organization's. As a manager, I also identified ways to continue connecting the dots for my team."

Manager of PVIA participant