How to make values live in your organization

Values exist in every workplace. Your organization's culture is partially the outward demonstration of the values currently existing in your workplace. The question you need to ask is whether these existing values are creating the workplace you

Do these values promote a culture of extraordinary customer care by happy, motivated, productive people? If not, you will want to:

identify the values that currently exist in

your workplace; determine if these are the right values for

your workplace; and change the actions and behaviors by which the values are demonstrated, if nec-

essarv "Within the organizations I have had the opportunity to serve, the core values were communicated by actions mostly - in the ways in which business is conducted on a day-to-day basis, and not so much in

words directly spoken or written. "I am a strong advocate of demonstrated values more than written or spoken actions speak louder, but also believe that written values that reinforce and support specific actions, and specific actions that reinforce and support written values, make a powerful combination that far exceeds one or the other by itself. If it is written down and demonstrated in action, we can really hold our feet to the fire when we need to."

In a prior article, I discussed what values are, why you want to identify values, and where values fit within your workplaces. This article moves the process of identifying workplace values to the next step **Values Development Process**

My focus, in this article, is on how to develop and articulate shared workplace values. While the focus is on values identification and alignment, you can use this process to develop any product or course of action that needs widespread support, enrollment in, and ownership from your

I have used it successfully to help organizations develop mission statements, visions for their future, relationship guidelines and norms, prioritized action plans, and departmental goals

Steps in a Values Identification

To identify organization values, bring together your executive group to:



learn about and discuss the power of shared values;

obtain consensus that these leaders are committed to creating a value-based work-

define the role of the executives in leading this process; and

provide written material the executives can share with their reporting staff.

In one of my client organizations, that recently completed this process, the Team Culture and Training Team, a cross-functional group of employees from every level of the organization, asked the executive group to initiate and lead this process.

Where possible, acting on a desire for change that is percolating from all corners of an organization, is a powerful assurance of success.

Design and schedule a series of values alignment sessions in which all members of the organization will participate. Schedule each member of the organization to attend a three-four hour session. (If your group is small, it is most effective for all members to meet in one session together.)

These sessions are most effective when led by a trained facilitator. This allows each member of your organization to fully participate in the process. Alternatively, train internal facilitators who lead one session, and participate in another.

On the next page, read about the role of leaders in a successful values identification and alignment process. -/humanresources.about.com

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the vacancy section of The Sunday Times will feature two readers who are looking for jobs. A recruitment expert will look through their resumes and suggest what they should do or aim for to increase their chances

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Applications will be received by me for the following posts at the Eastern University, Sri Lanka, Vantharumoolai, Chenkalady and the Trincomalee Campus, Konesapuri, Nilaveli, Trincomalee from suitable candidates.

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(VI) Faculty of Health - Care Sciences

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(Disciplines of Pathology, Microbiology, Parasitology, Forensic Medicine)

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(Disciplines of Medicine, Surgery, Paediatrics, Psychiatry, Imaging)

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(Community Medicine and Family Medicine)

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(Note: Bachelor of Dental Surgery (BDS) Degree holders may also apply for the above posts)

(2) Trincomalee Campus

Faculty of Applied Science

Department of Computer Science

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(Preference will be given to those who have knowledge in Electronics/Applied Physics)

Method of Application

- 1) Application forms and details could be obtained from the office of the Senior Assistant Registrar/Academic Establishments, Eastern University, Sri Lanka, Vantharumoolai, Chenkalady by submitting a money order for Rs. 100/- drawn in favour of "Bursar, Eastern University, Sri Lanka, Vantharumoolai, **Chenkalady"** (Either in person or by sending a self-addressed stamped envelope 23x10 c.m. in size).
- 2) Application forms could be downloaded on the University website (www.esn.ac.lk). Downloaded application forms should accompany a money order for Rs. 100/- drawn in favour of "Bursar, Eastern University, Sri Lanka, Vantharumoolai, Chenkalady".

Age: Not more than 45 years

· Age limit does not apply to the employees in the services of the Government Departments, Statutory Boards, and State Corporations.

Applicants who are employees of Government Departments, State Corporations and Statutory Bodies should forward their applications through the Head of their respective institutions, but may send an advance copy in the first instance. However, no such applicant will be considered for appointment, if the application routed through the Head of the Department is not received.

Completed application form should be sent under registered cover to reach "The Snr. Asst. Registrar/Academic Establishments, Eastern University, Sri Lanka, Vantharumooladi, Chenkalady" on or before 30th June 2009. Incomplete and illegible applications or applications received after the closing date will be rejected.

EASTERN UNIVERSITY, SRI LANKA

VANTHARUMOOLAI,

CHENKALADY. 1ST JUNE 2009

ACTING REGISTRAR