

## 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 desire.

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 necessary.

"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 staff.

I have used it successfully to help organizations develop mission statements, visions for their future, relationship guidelines and norms, priori-



tized action plans, and departmental goals.

Steps in a Values Identification Process.

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 workplace; 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.

## Motivating Top

Two recent reports offer guidance on motivating and developing talented employees in the current global economic downturn.

### Motivating And Retaining Top Talent

A report from OnPoint Consulting identifies strategies for motivating and retaining top talent in the current economic climate when the emphasis on bonus payments is no longer possible or appropriate. Previous research has found that earnings and benefits have a 2 per cent impact on job satisfaction and engagement compared to 70 per cent provided by job quality and workplace support.

### The report suggests the following survival strategies:

- Create a sense of purpose - Engagement and retention improves when people understand how they connect to the "Big Picture" and how they make a difference.
- Provide meaningful work - Allowing people to do what they do best and make a significant contribution is key to engagement and retention.
- Solicit ideas - Involvement in decisions gives people a sense of control in uncertain times, shows them their opinions matter, and improves decision acceptance.

Let people know where they stand - Setting tough but realistic goals is motivating even in a tough environment.

Enhance trust and communication - Trust is built when leaders improve credibility by being candid, demonstrate reliability by ensuring their actions are consistent with business objectives and values, and are accessible.

Rick Lepsinger, president of OnPoint Consulting commented: "Feeling connected to the people you work with also helps create a sense of purpose.... Providing opportunities to learn and grow is icing on the cake.... Clear goals are only part of the equation. People need regular feedback so they know when they are on track and recognition when they achieve key milestones.... The more people feel you are focused on them, rather than on yourself, the more they trust you."

Employee Goals and Talent

### Development

A report from SumTotal® Systems Inc., a global provider of talent development solutions, argues that implementing effective, universally-accepted goal setting for employees, coupled with a system for managing and tracking these processes can enable HR managers to make a significant contribution to improved organizational performance.

### Richard Oyen, director of HR and talent development said:

"With the current economic forecast, it is now more important than ever to make sure employees' goals reflect the organization's overall goals to ensure everyone is working toward the same mission. By helping to set organizational alignment, HR departments have the ability to impact their company like never before and create significant productivity improvements."

The report offers the following guidelines for the involvement of HR in employee goal setting:

1. Know the goals - HR should be involved when senior managers plan annual goals to be aware of underlying issues and challenges.
2. Get buy-in - The executive team should support HR's efforts to align goals and help communicate the importance of the program.
3. Cascade goals - Once goals are set at the top of the organization, they should work their way down to all employees.

4. Ensure consistency - As goals are established further down the organization, HR can assist by creating standards and monitoring consistency.

5. Hold everyone accountable - Managers should ensure goals are measurable with specific deadlines and then hold employees accountable.

6. Reinforce through development - Ensure that employees have skills and tools to achieve established goals using development plans monitored by HR.

7. Work the gaps - Managers can work with employees individually. HR should identify gaps in organizational provision and address issues proactively with the Learning team.

8. Encourage year-long communication - Initial goals may be agreed but paid no further attention. Sending reminders to update goals is one way for HR to encourage a culture of frequent manager/employee communication.

9. Monitor compliance - Managers should monitor progress and completion of employee goals. HR should review overall process and report to executives and department heads.

Measure twice, cut once - Goals should be a major component of a company's annual performance appraisal where employees are measured and held accountable.

### PRINCIPAL(Lady) WANTED

#### CRESCENT GIRLS SCHOOL

Since 1987

(a project of Harcourts Foundation)

We Inspire Excellence

Harcourts Foundation needs a Lady Principal for their school 'Crescent International Girls school' Situated at Dehiwela. Crescent International has more than 500 students with classes for O/L & A/L enabled with London Edexcel and Cambridge Syllabus. A team of experienced academic staff has been guiding students to record excellent academic results.

#### The eligible candidate will be:-

- \* With a minimum of 5 years experience in similar position preferably in an International School.
- \* Good academic background with proficiency in English.
- \* Impeccable record of conduct.
- \* Motivation and drive to lead 500 girl students to academic excellence.
- \* Suitable compensation package is available to the right candidate.

Interested candidates to contact / mail to the following address.

The Chairman  
Harcourts foundation, 14, Station Road Dehiwela,  
Chairman@harcourts.lk Fax 5432111

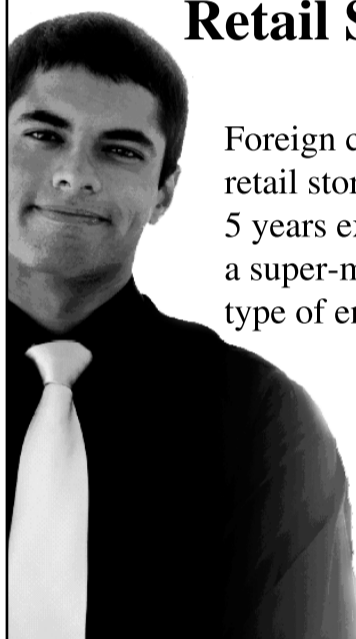
### Retail Store Manager

Foreign company looking for retail store manager with at least 5 years experience in a super-market/ hyper-market type of environment.

Salary commensurate with experience.

E-mail to

[lanka.project28@gmail.com](mailto:lanka.project28@gmail.com)



## JOURNALISTS

### DailyMirror

Sri Lanka's largest selling independent English daily is looking for journalists with exceptional communication skills to be part of its news team.

Candidates should possess at least six years experience in the field of journalism and be prepared to work for both the print and web editions of Daily Mirror.

Please send your application to

[christophere@admin.wnl.lk](mailto:christophere@admin.wnl.lk)

## NEWS EDITORS

### DailyMirror

We are looking for young, energetic persons with exceptional communication skills and proven track records to be part of the Daily Mirror News Editors' team.

Ideal candidates should possess at least 10 years experience in main stream media and the skills to work for both **print and web editions** of the Daily Mirror.

Please send your application to

[christophere@admin.wnl.lk](mailto:christophere@admin.wnl.lk)