

HOW TO DISCOVER YOUR ORGANIZATION'S CORE VALUES

CHEAT SHEET

DISCOVERY

- ✓ Gather 3 - 9 people and list the traits of your best people. Which behaviours are core to everyone?
- ✓ Reflect on what makes you angry
- ✓ Analyze the values that have been violated in the past
- ✓ Choose no more than four
- ✓ Usually based on an attitude a team member brings to work, how they treat others on the team, and the work ethic they display

CORE VALUES ACID TEST

- ✓ Would you fire over repeated violations?
- ✓ Are they lived out daily, or merely 'invented'?
- ✓ Have employees who have not worked out violated at least one of them?
- ✓ Would you want your organization to live these out in 50 years?
- ✓ Would you want your children to live by them?
- ✓ Are you not willing to 'walk past' violations?

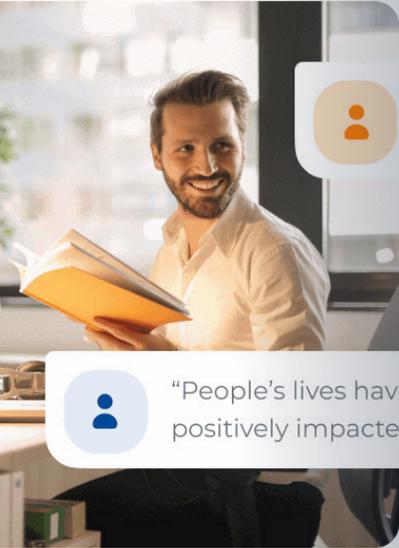
MAKING THE CORE VALUES 'STICKY'

- ✓ Use alliteration, use an acronym, adopt company sayings already in use, tell company legends, write them on the walls, expound on them in meetings, publicly acknowledge good behaviour, use them when making company decisions

MASTER TIPS

- ✓ Make them memorable, not grammatically correct
- ✓ Tell company legends reinforcing the values
- ✓ Wait 6 - 12 months to finalize the values
- ✓ Involve key stakeholders in the discovery process
- ✓ Use them in hiring, firing and team alignment
- ✓ People embrace what they help create
- ✓ Make sure every key leader 'walks the talk'
- ✓ Watch out for too boring, too numerous or too aspirational

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- ✓ Learning the process to hire a-players
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