Core Value Behaviors: Strategies for Workplace Integration

For core values that will keep on “rockin” and “rollin”.

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Needs Assessment

Many organizations have core values but haven’t effectively integrated them into the workplace by testing, defining behaviors, communicating with more than words, aligning with employees or incorporating them into most everything they do.

As result, these organizations don’t see the adherence to the core values that they desire and need to be a high performing firm.

(Delivering Happiness Client Story)
Major Objectives

In this session, attendees will learn strategies to fully integrate core value behaviors into their organization to drive adherence:

• Test core values for “fit”.
• Describe behaviors that exemplify core values.
• Determine measurements for core value behaviors.
• Communicate core value behaviors to all stakeholders.
• Align employee and organization core values.
• Include core values into everything you do.
What, Why and How?
What Are Core Values?

Core Values are like having four or five pairs of shoes in your closet that fit like a glove and work with your entire wardrobe.

Good Characteristics:

• Essential
• Enduring
• Timeless
• The “right fit” varies
• Require self-honesty for selection
• Separates you from others
• Fundamental to what you do

Why did I buy these?
Why Core Values are Important

Determine culture, employee engagement and business performance:

• Building blocks to organizational culture.
• Defining, measuring, and improving core values can enhance the organizational culture.
• Provide a common language to address unacceptable behaviors in a less threatening way. (Client Respect Story)
• Guide decisions and emphasize what is important to the business as it continues to change and improve.
• Influence business performance and results.

How Tony Hsieh Pivoted Zappos Into A $1.2 Billion Amazon Acquisition

He took shipping in-house to create a unique customer service experience – “delivering happiness”.

He hired people who shared Zappos.com values, telling them to do whatever "they think is the right thing" for their patrons.
“Best Practice” Core Value Process

1. Develop a list of values and define as statements.
2. Test values against past violations and future tough business scenarios; refine the list as needed.
3. Describe behaviors that exemplify the final core values.
4. Determine measurements for the core value behaviors.
5. Communicate core value behaviors to all stakeholders.
6. Align core values with employee values.
7. Integrate core values into everything you do.

Source: Methodframeworks.com/blog/2012/six-things-CEOs’should-know-about-corporate values
Paired Discussion Exercise

Considering the “best practice” core value process, pick a nearby partner and discuss:

• Which practice area(s) has your organization successfully implemented? Give an example of the success.

• What area could be improved to help your organization be more effective?

• What evidence supports the need for improvement?
Tough Testing for Core Values

“A people that values its privileges above its principles soon loses both.”

— Dwight D. Eisenhower
Test Values Against Tough Scenarios

Test values against various tough business scenarios to make sure they hold up:

• Have any of the values been violated by one of the current executive management team or by an employee or set of employees? If so, it cannot be a core value. (Client Story)

• Look back as far as the current employees can remember to identify disconnects between the core values established and "real life" behaviors.

• Given extreme business scenarios, will the organization be able to adhere to the core value behaviors?

• Refine the list as needed.
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Measuring Desired Behaviors

“What gets measured gets managed”.

- Peter Drucker, management consultant, educator and author.
Determine Measurements of Values

• Ideally core values should be tied to a scorecard that contains both metrics (what you’ll measure) and targets (desired levels).
• Determine methods that can be used to effectively measure the behaviors.
  • Reliability: level of defects
  • Customer experience: customer surveys
  • Integrity: number of reported ethics violations
  • Safety: number of lost days to accidents
  • Trust: employee surveys
• Other measures? What do you use? (Flip Chart)
Communicating Core Values

“"In the last analysis, what we are communicates far more eloquently than anything we say or do."

- Stephen Covey
Six Ways to Communicate Core Values

1. **Live the values** – Model the behaviors so others can learn.

2. **Teach the values** – Include in employee orientation and other training by telling the story behind each value and the expected behaviors of each value.

3. **Recognize the values** – Reinforce the behaviors of employees that demonstrate core values through timely recognition and reward.

4. **Hire new people based on the values** – Recruit people who already have values that are in alignment with the company’s core values.
Six Ways to Communicate Values

5. Review people based on the values – Incorporate core values as part of your performance management process. Each core value comes with a set of behaviors that are measurable and specific that forms part of performance review.

6. Let people go based on values – It is very hard to train a person to behave consistently in alignment with core values if they don’t truly have those values themselves. No matter how good of a performer that employee is, at the end of the day, your organization needs to maintain its credibility and commitment to its core values.

• Source: Michael Hyatt – “Platform: Get Noticed in a Noisy World”
Aligning Core Values

“Core values are not something people “buy in” to ....”.
- Jim Collins author of Built to Last
Expert Advice On Core Values …

• “First, you cannot “set” organizational values, you can only discover them.
• Nor can you “install” new core values into people. Core values are not something people “buy in” to.
• People must be predisposed to holding them.
• Executives often ask me, “How do we get people to share our core values?” You don’t.
• Instead, the task is to find people who are already predisposed to sharing your core values.
• You must attract and then retain these people and let those who aren’t predisposed to sharing your core values go elsewhere.”

- Jim Collins, author “Built to Last”
Align Employee and Organization Values

Conduct core value experiential sessions with employees:

• Identify personal values and which values they bring to work.
• Compare work values to the organization values - how are they similar (share) and different?
• What will they do to resolve any conflicts?
• Identify one way core values could be integrated into their area of the business.
Including Core Values Into Everything

“Our beliefs become your thoughts. Your thoughts become your words. Your words become your actions. Your actions become your habits. Your habits become your values. Your values become your destiny.”

- Mahatma Ghandi, leader of Indian independence movement in British-ruled India.
Key Core Values Inclusion Areas

- Policies and procedures
- Recruiting and selection processes
- Recognition and rewards programs
- Employee training, development, and coaching
- Performance management
- Annual plans and goals
- Marketing communications and research
- Employee communications
- Customer service processes and satisfaction surveys
- Vendor/supplier selection
- Alliances and community service projects
- Public Relations
- Others?
Zappos – Recruiting and Selection

Tony Hsieh
CEO, Zappos.com
October 11, 2010
Video Debrief

Pair up with a nearby participant and discuss the following:

1. How did Tony Heish define “committable”?

2. How does Zappos test job candidates for the value of “Be humble”? Is that a valid and reliable test?

3. In terms of hiring and firing for core values, how likely is your organization to fire for lack of core value behavior, regardless of performance?
   • Very likely
   • Likely
   • Somewhat likely
   • Not at all likely
Zappos – Employee Communication

To help us along, every day, in every situation we ask ourselves: What would Core Values Frog do . . . ?

Deliver Wow Through Service:

Core Values Frog (or CVF for short) thinks anything worth doing is worth doing with WOW. To WOW, CVF differentiates himself by doing things in an unconventional and innovative way.

He goes above and beyond the average level of service to create an emotional impact on the receivers and to give them a positive story they can take with them the rest of their lives.

Go to jobs.zappos.com for more inform on Core Values Frog
New Heart Echoes Core Values – Zacks.com Analyst Blog

*Live the Southwest Way*

- **Warrior Spirit**
- **Servant’s Heart**
  - *Follow The Golden Rule*
  - *Adhere to the Principles*
  - *Treat others with respect*
  - *Put others first*
  - *Be egalitarian*
  - *Demonstrate proactive Customer Service*
  - *Embrace the SWA Family*
- **Fun-LUVing Attitude**
- **Work the Southwest Way**

"Our collective heartbeat is stronger and healthier than ever, and that's because of the warmth, the compassion, and the smiles of our People” President and CEO Gary Kelly..
Ritz Carlton – Customer Service

Service Values: I am Proud to Be Ritz-Carlton

Five of the 12 Service Values:

• I build strong relationships and create Ritz-Carlton guests for life.

• I am always responsive to the expressed and unexpressed wishes and needs of our guests.

• I am empowered to create unique, memorable and personal experiences for our guests.

• I continuously seek opportunities to innovate and improve The Ritz-Carlton experience.

• I own and immediately resolve guest problems.

Ritz empowers its employees to spend up to $2,000 to rescue a guest situation without asking for a manager.
Target – Alliances and Community Service

What We Believe In:

• Design For All
• Great Guest Service
• More for Your Money
• A Fun and Rewarding Place to Work
• Celebrating Diversity and Inclusion
• A Legacy of Giving and Service

Community Giving – 5% Back

And from the start, we’ve given 5 percent of our income, a commitment that does not waver based on the economic climate.
Let’s Wrap It Up

“Action is the real measure of intelligence.”
- Napoleon Hill
Top Commitment - Next 90 Days

• Did you know there are six levels of learning? Knowledge, comprehension, application, analysis, evaluation and synthesis.
• Make the most of today’s session by taking your level of learning from knowledge to application.
• Answer: *What can I do in my HR role to better align and/or integrate my organization’s core values?*

Examples: Align my personal values, model behaviors, develop statements, define behaviors, create core value stories, integrate core values into performance reviews.
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Closing Remarks

• Recap Key Points – Best Practices for Behavior Integration
  • Test
  • Define behaviors
  • Measure
  • Communicate
  • Align
  • Inclusion

• Stay true to your ninety day commitment

• Complete optional online evaluation form (5 questions) at: XXXXXXXX

• Contact me if you have questions: k.Wakeham@thegrowthcoach.com or (210) 492-2400

• Thank you for your participation!
Informal Learning Resources

1. Video – Core Values of Culture: Tony Heish of Zappos.com - https://www.youtube.com/watch?v=AbFIPc34AJ8


