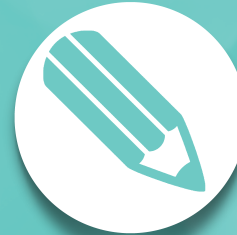




THE BUSINESS
GROWTH ACADEMY

BUILDING A VALUES-BASED CULTURE



DESIGN



ATTRACT



DELIVER

WORKBOOK (PART 1 OF 2)

A Definition

“A values-based organization (VBO) is a living, breathing culture of shared core values among all employees. This is different from the traditional structure which is a more machine-like, business approach that focuses on an authoritarian type relationship or rigid organizational structure. A values-based organization is a culture shaped by a clear set of ground rules establishing a foundation and guiding principles for decision-making, actions and a sense of community. In a values-driven culture, employees find alignment between their personal values and the organization’s values creating a unified and motivated workforce. Management and leadership set examples for their organizations and live the values they preach. Strongly held value-systems rarely change yet remain flexible to handle changes in strategy or outside influences such as competition or the economy. A strongly held values-based culture or purpose will remain more stable over time characterized by productivity and employee commitment.”

SHRM - The Society for Human Resource Management

5 KEY MISTAKES



1.

2.

3.

4.

5.

When done well they are a game changer for building a sustainable culture, attracting the right talent and retaining your best people as well as creating competitive advantage in the market.

EXAMPLES: DUTCH BROS

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SPEED

- ✓ We aim to make every interaction quick and efficient with a personal touch

QUALITY

- ✓ Quality drinks made from the best ingredients and served by awesome people

SERVICE

- ✓ We aim to deliver an experience that leaves everyone stoked

EXAMPLES: SOUTHWEST

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Me

How I Show Up

PRIDE

- ✓ Have a strong work ethic
- ✓ Take initiative
- ✓ Be accountable

INTEGRITY

- ✓ Act like an owner
- ✓ Choose to do right
- ✓ Be courageous

HUMILITY

- ✓ Don't take yourself too seriously
- ✓ Keep perspective
- ✓ Don't be a jerk

EXAMPLES: SOUTHWEST cont'd

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We

How We Treat Each Other

TEAMWORK

- ✓ Practice civility
- ✓ Embrace Team over self
- ✓ Be inclusive

HONESTY

- ✓ Speak up
- ✓ Be transparent
- ✓ Tell the truth

SERVICE WITH LUV

- ✓ Practice Hospitality
- ✓ Live by The Golden Rule
- ✓ Don't be rude

EXAMPLES: SOUTHWEST cont'd

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Southwest

How Southwest Succeeds

EFFICIENCY

- ✓ Don't make the easy hard
- ✓ Keep costs low
- ✓ Stay agile

DISCIPLINE

- ✓ Be safe
- ✓ Be focused
- ✓ Be reliable

EXCELLENCE

- ✓ Get results
- ✓ Win the right way
- ✓ Kick tail

EXAMPLES: RITZ-CARLTON

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THE RITZ-CARLTON

Service Values: I Am Proud To Be Ritz-Carlton

1. I build strong relationships and create Ritz-Carlton guests for life.
2. I am always responsive to the expressed and unexpressed wishes and needs of our guests.
3. I am empowered to create unique, memorable and personal experiences for our guests.
4. I understand my role in achieving the Key Success Factors, embracing Community Footprints and creating The Ritz-Carlton Mystique.
5. I continuously seek opportunities to innovate and improve The Ritz-Carlton experience.
6. I own and immediately resolve guest problems.
7. I create a work environment of teamwork and lateral service so that the needs of our guests and each other are met.
8. I have the opportunity to continuously learn and grow.
9. I am involved in the planning of the work that affects me.
10. I am proud of my professional appearance, language and behavior.
11. I protect the privacy and security of our guests, my fellow employees and the company's confidential information and assets.
12. I am responsible for uncompromising levels of cleanliness and creating a safe and accident-free environment.

3 STAGE ACE MODEL TO BUILD A VALUES-BASED CULTURE

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1. **Articulate** - this is a process of discovery to unearth timeless principles and guiding behaviors. These values should reflect a company's personality and not just a list of platitudes such as honesty, customer service, professionalism etc. A good rule of thumb is no less than 3 values and no more than 7 so they can easily stay top of mind.
2. **Create Congruency** - Aligning values with behaviors. What are the “shoulds” and “should nots” for your company? What are the objective measures to know if a person is out of alignment with your values or fully aligned with them?
3. **Embed and embody the values** - It is not sufficient to list them on a website or inside the company meeting room and never refer to them again:) Bringing core values to life throughout every part of the organization builds a strong culture and sense of belonging and community. Keeping them top of mind & embedding them in strategic decisions, hiring, firing, rewarding and recognizing people.

VALUES



Acceptance	Achievement	Advancement and Promotion	Good times	Grace	Growth	Religion	Reputation	Respect
Adventure	Affection/loving/caring	Aliveness and vitality	Happiness	Harmony	Having Family	Responsibility and accountability	Risk taking	Romance
Art	Authenticity	Autonomy	Health	Helping Others	Helping Society	Safety	Science	Security
Balance	Beauty	Carefree	Honesty	Humour	Independence	Self reliance	Self respect	Sense of place
Careful	Change and variety	Children	Intellectual Stimulation	Intimacy	Involvement	Sensuality	Service	Sharing in other people's happiness
Civic Duty	Close Relationships	Collaboration	Job Tranquility	Joy	Justice	Simplicity	Spirit	Spirituality
Commitment	Community	Compassion	Kindness	Knowledge	Leadership	Success	Supervising Others	Time Freedom
Competence	Competition	Connection	Learning	Location	Love	Travel	Trust	Truth
Cooperation	Country	Courage	Loyalty	Making the world a better place	Management	Understanding	Uniqueness	Using my abilities
Creativity	Culture	Decisiveness	Market Position	Marriage	Mastery	Vitality	Wealth	Wellbeing
Democracy	Dignity	Drive	Meaningful work	Merit	Money/material status	Wisdom	Work with others	Working alone
Duty	Ecological Awareness	Economic Security	Music	Nature	Nurture			
Education	Effectiveness	Efficiency	Order and orderliness	Passion	Peace			
Elegance	Empowerment	Environment	Perseverance	Personal Development	Physical challenge			
Ethical Practice	Excellence	Excitement/zest	Pleasure	Power and authority	Privacy			
Experiences	Fairness	Fame to be known	Professionalism	Protecting	Public Service			
Family	Fast pace	Financial Gain	Purity	Purpose	Quality of what I take part in			
Flexible work	Freedom	Friendship	Recognition	Relationships	Relaxation			
Fulfilment	Fun	Generosity						

HOW TO ARTICULATE YOUR CORE VALUES

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They already exist within you and your company. Use the following list of value to draw inspiration from. Start with a larger list of up to 15 and then drill down into the 3 - 7 Core Values that MUST be adhered to in order for you to feel fulfilled and excited about your company.

List 3 people who if you could clone them, your organization would easily grow and take off and it would be an amazing culture to be a part of.

1.

2.

3.

What are the qualities they embody? What do they do naturally without you needing to train them? What makes them so great and highly valuable to you?

Your core values are in these qualities. Pick out a few key words that resonate with you the most and then build them out into small phrases. e.g., honest might become 'Do what you say'

