

Business Core Values

A Leadership Development Activity

An organization's mission and values are critical for success. While knowing where you are going is important, it is equally important to understand what values you will employ to reach your goal. All businesses need to recognize their core values and then live by them. Having the ability to stick to your core values can mean the difference between success and failure for your strategic plan—that's how important they are. Abiding by your core values helps you rule out courses of action that don't feel right or are not appropriate for the company. Values also help you recruit team members who share in the same beliefs.

When assessing your business values, grade them objectively so they reflect how you want your organization to be perceived as it goes about delivering its mission. Core values are a testament to how you do business. Remember, customer loyalty is not built on features and benefits, but on shared beliefs and values.

- 1** Have each of your team members choose the values they believe are most important to the business.
- 2** Combine the individual answers paying close attention to the values that are repeated most frequently. The repetitive values may be your core values.
- 3** Choose five (5) core values your business can stand behind even in turbulent times.

Accomplishment
Accountability
Achievement
Affiliation
Agile
Ambitious
Authority
Balance
Boldness
Caring
Collaboration
Compassion
Competent
Continuous
Improvement

Cooperation
Courage
Courteous
Creativity
Customer
Experience
Dedicated
Determination
Dignity
Discipline
Diversity
Empathetic
Employee
Development
Equality

Fairness
Family Culture
Family Owned Fun
Hard Work
Helpfulness
Honesty
Humility
Idealism Improving
Society
Innovative
Inspiring
Integrity
Kindness
Leadership

Learning Optimistic
Ownership
Partnership Passion
Persistent Proudful
Resilient Respectful
Responsible Result
Oriented
Self-Discipline
Self-Respect
Solutions Success
Teamwork
Trustworthiness
Unselfishness

Can I Ask You Something?

This exercise is a great tool to see if your core values and your actions align. Send the following template to fifteen people from all walks of your life, personal and professional. Compare your responses to your personal vision statement to determine your strengths and gaps between your current self and the person you want to be.

- 1** Be clear that you want honest feedback. Let people know they're doing you a favor by being truthful. You can ask them to "be helpful." Explain that you want to get the most out of the conversation and you do not want them to hold back.
- 2** Focus on the future. Ask for advice on what you can improve on as you move forward as opposed to what you did wrong in the past. When you ask people what you can do to be more effective in the future, they tend to be more honest.

Dear _____,

As I continue my journey of personal development, I will be constructing a profile of the ways that I add value and make a contribution. I have been asked to contact fifteen people from all walks of my life to help me gain a better understanding of my greatest strengths and areas where I could learn and grow.

1. What are my greatest strengths? When have you seen these strengths in action?
2. What do you appreciate most in your interactions with me?
3. What do you wish I did more or less of?

Please email your responses to me by no later than _____. The gift of your time is appreciated, and I know the information you share will provide meaningful input for me as I continue my journey of personal growth.

Sincerely,
YOUR NAME HERE

Catching Your Dreams

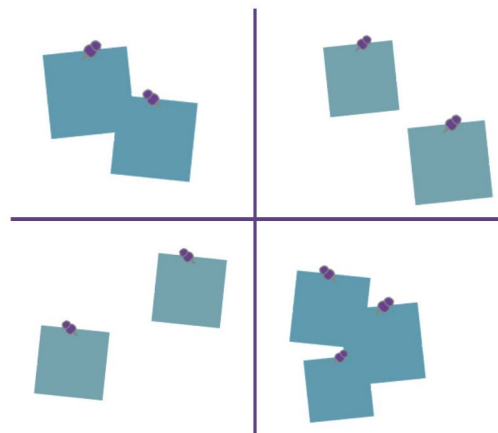
Envision your life's story. Dream of 27 things you would like to do in your lifetime. You will likely find that #1-5 will come easy, but as you proceed, you will have to dig deep to find #20-27.

27 Things I Want to Do in My Lifetime

1. _____	15. _____
2. _____	16. _____
3. _____	17. _____
4. _____	18. _____
5. _____	19. _____
6. _____	20. _____
7. _____	21. _____
8. _____	22. _____
9. _____	23. _____
10. _____	24. _____
11. _____	25. _____
12. _____	26. _____
13. _____	27. _____
14. _____	

Now, write your list on individual post-it notes. One thing per post-it. Find a wall or large sheet of paper and begin separating your post-its by theme.

What themes appear in your list?



Congratulations! You are on your way to finding your vision of the future.

Adapted from p. 78 of the following: McKee, A., Boyatis, R. & Johnston, F. (2008). *Becoming a Resonant Leader*. Harvard Business Press.

Company Self -Assessment

Transparency, tearing down barriers, trust, teaching and tracking are key elements of changing company culture. Being honest about the current state of your company allows you to determine where you are now and where you want to be. After this assessment, create a roadmap that will help you on your way to achieving your company goals.

Where are you now and how far do you want to go?

Please evaluate the characteristics below for your company/department. Please give your company a rating of 1-5 in each column (1 = Weak 5 = Strong)

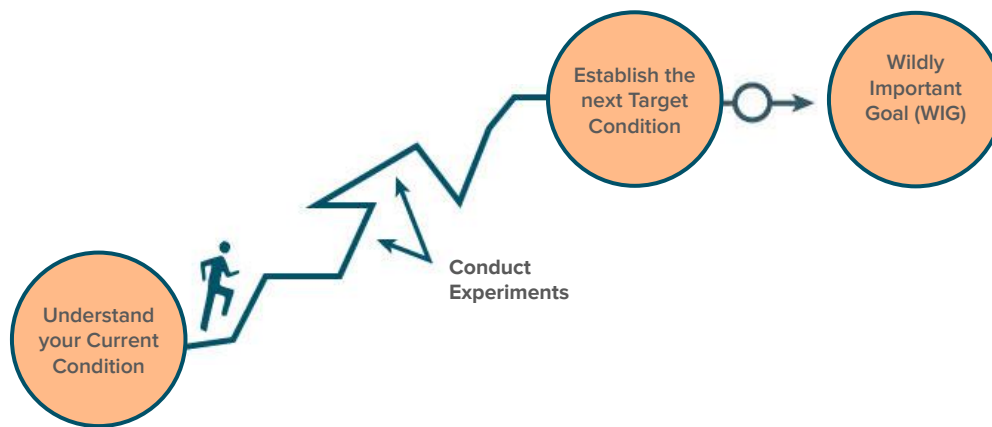
	Current Condition (today)	Target Condition (6 months)	Wildly Important Goal (1 year)
Transparency open communication; accessible information; sharing company/ department info, data, financials, sales, costs; employees understand how their role affects bigger picture			
Tearing Down Barriers employees are engaged in activity and moving forward; removing obstacles to assist with culture change; eliminating “us vs them” mentality, everyone working on the same team; removing “always done it this way” philosophy			
Trust employees know that company shares info; empower employees to make decisions; it’s okay to make mistakes; leading by example; no pointing fingers			
Teaching ongoing education and coaching for your employees; employees understand company goals; professional development plans			
Tracking benchmarking before/after improvements; elimination of inefficiencies; cost savings; developing new metrics			

Goal Setting

The Art of KATA

In business and personal life, goal setting is important. With Toyota KATA, the Wildly Important Goal (WIG) is obtained by doing a series of experiments to continuously improve processes. Your Wildly Important Goal is a company wide goal that everyone takes part in achieving.

Understanding your current condition allows you to determine the obstacles hindering you from reaching your goals. Target conditions are interim goals set on your way to reaching the Wildly Important Goal. Experiment, learn and grow as you progress from the current condition to the target condition.



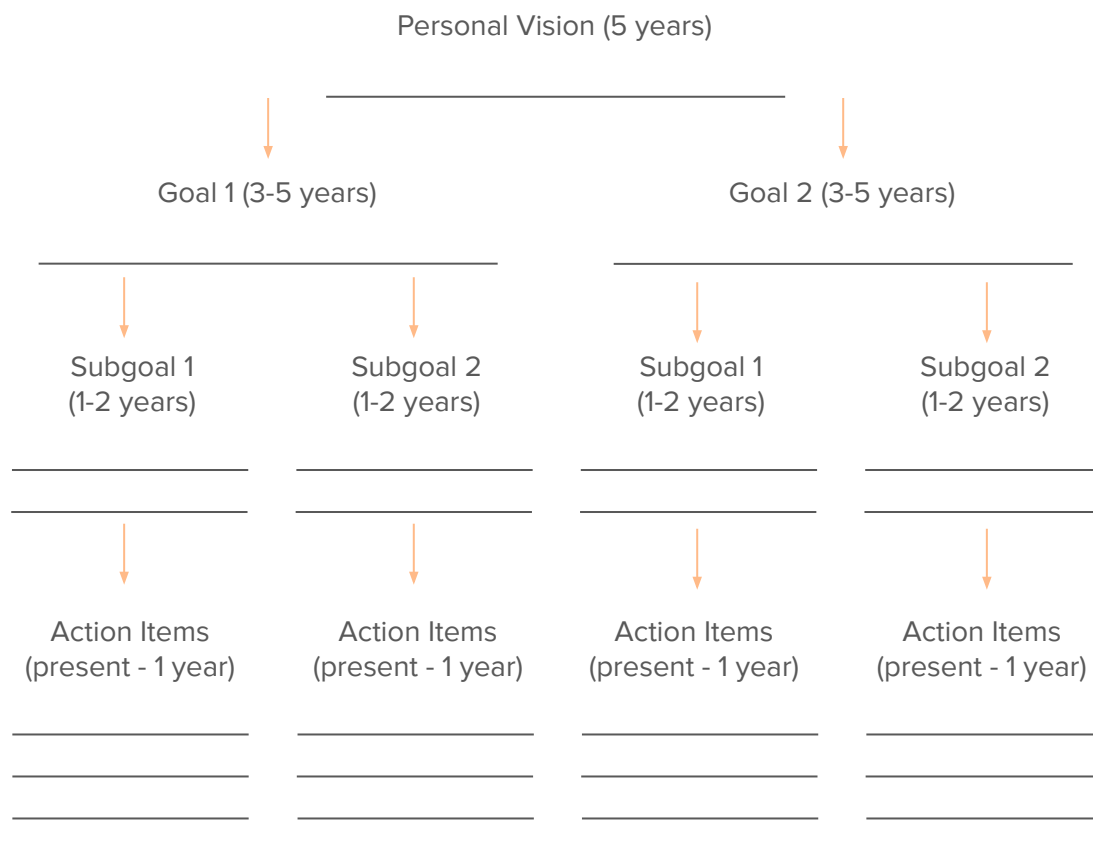
- 1 What is your Wildly Important Goal?
- 2 What target condition can be set on your road to achieving?
- 3 What is your current condition?
- 4 What obstacles are preventing you from reaching the target condition?
Out of these, which obstacle should be focused on first?
- 5 What experiments will you try in attempt to eliminate the obstacle and achieve the target condition? the Wildly Important Goal?
- 6 What have you learned from each experiment?

Adapted from Toyota KATA Culture by Mike Rother & Gerd Aulinger

Learning Agenda Map

A learning agenda is a systematic plan to help identify and prioritize goals. Goal setting is key when it comes to following your dreams and keeping your core values and priorities aligned with your personal vision.

Use the learning agenda map below to prioritize your goals. A written plan will allow you to stay on track to pursuing your personal vision.



Personal Core Values

Personal Board of Directors

Your personal board of directors are a group of individuals that play a significant role in your personal development. These five people keep you on the right path to achieving your goals and keep your actions aligned with your core values. As you progress through life, it is normal for these people to gradually change as you grow.

Mentor

The mentor acts as an expert in your industry, providing guidance, motivation and support.

Mentee

The mentee currently looks up to you as a mentor, keeping you committed to bettering yourself.

Influencer

The influencer acts as an aspiration, providing out-of-network creativity to accomplish your goals.

Peer

The peer is equal in abilities, qualifications, age, background, and social status, providing moral support.

Rock

The rock is a confidant that will hold you accountable as you are faced with hard decisions.



Mentor: _____

Mentee: _____

Influencer: _____

Peer: _____

Rock: _____

Discovering Personal Values

Personal values are important guiding principles that motivate your behaviors, decisions, and actions. These fundamental beliefs about your life bring a sense of purpose and self-worth while helping determine your vision for the future. Your core values define who you are, what is most important to you, and what you would like more of in your life.

1. Choose 15 values that are most important to you,
2. Shorten the list to identify the ten that are most important.
3. From those ten, select the five that you strive towards consistently. These are your personal values.

Honesty	Freedom	Happiness Gratitude	Toughness Devotion
Adventure Teamwork	Security	Trustworthiness	Poise
Hard Work	Loyalty	Dependability	Intuitiveness
Communication	Intelligence	Determination	Logic
Flexibility	Grace	Friendship	Boldness
Learning	Connection	Self Control	Humor
Excellence Innovation	Competitiveness	Benevolence Health	Cleanliness
Quality	Creativity	Proactivity	Empathy
Contribution	Humanity	Independence	Compassion
Spiritualism Strength	Respect	Integrity	Tidiness
Entertain	Personal Development	Justice	Endurance
Punctuality	Diversity	Kindness	Perseverance
Wealth	Generosity	Uniqueness	Pridefulness
Urgency	Professionalism	Knowledge	Selflessness
Resourcefulness	Versatility	Peace	Reliability
Power	Finesse	Perfection Simplicity	Inclusion
Affection	Love	Sincerity	Passion
Cooperation	Openness	Spontaneity	Originality
Inspire	Advancement	Success	Ethics
Optimism	Attitude	Charismatic	Confidence
Family	Order	Timeliness	Consistency
	Love of Career		

1. _____
2. _____
3. _____
4. _____
5. _____

Adapted from p. 91 of the following: McKee, A., Boyatis, R. & Johnston, F. (2008). *Becoming a Resonant Leader*. Harvard Business Press.

The Coach Approach:

A Modernized Annual Review

Reasons to switch from the annual review to the Coach Approach:

Time - Business moves so quickly that a task set in January may not be relevant by December.

Looking Forward - Reviewing past incidents is not beneficial as we look ahead and move forward.

Comfort - Annual reviews are uncomfortable for management and employees alike.

Accuracy - The rating scale is inaccurate and varies for everyone.

Target Goal

What is your target goal for 2021?

Tell me about an experiment you are performing in order to reach your goal.

What is going well?

What challenges are you facing? How can I help? What resources are required to complete this goal?

Life Outside of the Target Goal

On a scale of 1-5, how happy are you in each of the following phases of your life and why?

Business _____

Personal _____

Health _____

Family _____

What are the top three tactical issues on your to do list for the next week/month?

What is a decision, opportunity or challenge that you are facing? How can I help?

The Golden Circle

“People don’t buy **WHAT** you do, they buy **WHY** you do it.”

-Simon Sinek

- 1** Divide a whiteboard into three sections. **WHAT**, **HOW** and **WHY** will be the titles of each.
- 2** Brainstorm your **WHAT**. This will be a list of products and services.
- 3** Brainstorm your **HOW**. Use the Discovering Business Values exercise to determine your values and strengths.
- 4** Dig deep and brainstorm your **WHY**. Ask yourself, “Why does **WHAT** my company provides and **HOW** we operate truly matter to a client?”
- 5** Craft your **WHY** statement.

WHAT

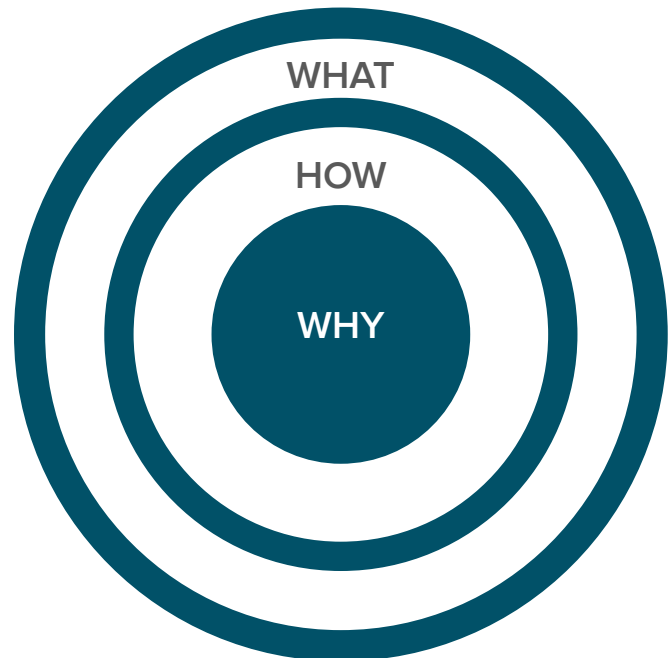
Every organization knows **WHAT** they do. These are products they sell or services they provide.

HOW

Some organizations know **HOW** they do it. These are the things that differentiate them from their competition.

WHY

Very few organizations know **WHY** they do what they do. **WHY** is not about making money. **WHY** is a purpose, cause or belief. It is the very reason your organization exists.



For more information, view Simon Sinek’s TED Talk on The Golden Circle. <https://www.youtube.com/watch?v=qp0HIF3SfI4>
Adapted from: Find Your Why by Simon Sinek