

The Value of Core Values

Five Keys to Success through Values-Centered Leadership

Institutionalizing Core Values

Rate each statement where

4 = "Always", 3 = "Most of the time", 2 = "Sometimes" and 1 = "Never"

Selection/Hiring	
1. Our core values are shared with candidates during the selection process.	
2. Our interview process includes questions that explore the candidate's behavior relative to our core values.	
3. Our selection of candidates includes criteria that assess their compatibility with our organizational culture/core values.	

Total _____

Performance Planning and Appraisal	
1. We include core value behaviors in our performance planning process.	
2. Our employees' performance is evaluated against our organization's core values.	
3. Employees are coached on whether their behaviors support or violate our core values.	
4. We provide employees clear direction on how to live the organization core values.	
5. Violation of our core values can be grounds for termination in our organization.	

Total _____

Leadership	
1. The leadership of our organization, including the board, is expected to lead by living the core values.	
2. Our leadership, including the board, put living core values ahead of short-term financial impact.	
3. Our leadership team regularly uses the core values of the organization to coach behavior improvement.	
4. Our leadership team holds each other accountable to living the core values.	

Total _____

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Processes and Structure	
1.	Our business processes support our employees in living our core values.
2.	We consider our core values when making process improvements.
3.	Our employee goal/incentive programs support living core values.
4.	Our business/IT systems are in alignment with and support our employees in living our core values.

Total _____

Accountability	
1.	We have an internal assessment process to measure how well our employees believe our organization lives its values.
2.	We have an external assessment process to measure how well others perceive that we live our values.
3.	We encourage employees to hold each other accountable to living the core values.
4.	Our board holds our leadership accountable to living the core values.

Total _____

Strategy	
1.	Our strategic planning process includes an appraisal of our organization's culture and core values.
2.	Our core values and culture are support our vision and mission.
3.	Our strategic plan includes specific goals/objectives with regard to aligning culture/core values and strategy.
4.	Our organization's economic model is in alignment with our core values.

Total _____

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Decision Making		
1.	Our core values are regularly consulted as a part of our decision making process.	
2.	We reward employees for making values-based decisions even if the short-term financial implications are negative.	
3.	We regularly include our core values when explaining decisions to our employees.	
		Total _____

Communication		
1.	We involve our employees in communicating and reinforcing the core values.	
2.	Our internal communication includes not only the words that represent our core values, but also the behaviors that reflect living the values.	
3.	Our internal communication includes our commitment to our core values and how our external stakeholders can expect to see behaviors that reflect living the values.	
4.	We regularly recognize and reward our employees' positive behavior of living core values.	
		Total _____

Business Process

Score

Selection/Hiring	_____
Performance Planning and Appraisal	_____
Leadership	_____
Processes and Structure	_____
Accountability	_____
Strategy	_____
Decision Making	_____
Communication	_____

Which business processes are your "Known Failure Points"?

What can you do to make positive changes to your business processes?