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Values-Driven Leadership

Discovering and Developing Core Values for Your Organization

Contact Information

Darrell Stein – Firearms Section Manager
Houston Forensic Science Center
713-929-6760

Material for the course comes from “Values-Driven Leadership” by Aubrey Malphurs

Agenda

Introduction
The importance
The definition
The discovery
The development
The communication
The implementation
The preservation

Introduction

Answer the following:

- Who are you
- What do want out of our time together?
- Does your lab have a written, communicated, understood, enforced set of core values?

Introduction

"The 21st century leaders will not lead by the authority of their position but by an ability to articulate a vision and core values of their organization." – Ken Blanchard

Two levels of organizational values:

1. Individual
2. Corporate

Some examples of bad individual values: Annie Dookhan, others???

Introduction

Corporate Culture

You Can't Live Without Them

The Importance of Core Values

Why are core values so important? They…

1. Determine your organization's distinctives
2. Dictate personal involvement
3. Communicate what's important
4. Embrace positive change
5. Influence overall behavior
6. Inspire people to action
7. Enhance credible leadership
8. Shape organizational character
9. Contribute to your organization's success
10. Affect strategic planning

You Can't Live Without Them

The Importance of Core Values

1. Values determine your organization's distinctives
   - Our labs are different
   - Your lab's values give it unique identity
2. Values dictate personal involvement
   - Strong alignment of personal and corporate values determines involvement
   - Do staff values align with corporate values?
3. Values communicate what is important
   - They signal your bottom line
   - They paint a bullseye for what people should aim for

You Can't Live Without Them

The Importance of Core Values

4. Values embrace positive change
   - Our world is rapidly changing
   - Need an anchor so that you will know what to change and what to leave alone

5. Values influence overall behavior
   - They are the shaping force
   - They come before other policies, practices and goals

6. Values inspire people to action
   - People need and want to commit to something worthy
   - Values provide a strong sense of meaning and purpose

You Can't Live Without Them

The Importance of Core Values

7. Values enhance credible leadership
   - Organizations are expressions of a leader's values
   - It is vital to model the organization's core values

8. Values shape organizational character
   - The lab's character determines how it conducts its business
   - Strong tie to ethics

9. Values contribute to organizational success
   - This, more than technical skills, allows people to have a successful career
   - Several reasons why primary values have a huge impact on organizational success

You Can't Live Without Them

The Importance of Core Values

10. Values affect strategic planning
    - They influence a lab's vision
    - They guide how leaders evaluate and use information

What Are We Talking About?
The Definition of Core Values

What core values are not…

Vision: Different from core values in four ways

1. Vision is about the what…core values are about the why
2. Your organization is vision-focused, but values-driven
3. A lab will have values, but may not a vision
4. Visions focus on future…values look at present or past

Strategies: Strategy focuses on How. Again…vision focuses on Why

What Are We Talking About?

The Definition of Core Values

What core values are…

An enduring belief pertaining to a specific mode of conduct or end state the is preferable.

They are…

- Constant
- Passionate
- Core beliefs

What Are We Talking About?
The Definition of Core Values

Core values are constant
- What should/should not change?

Core values are passionate
- They elicit strong emotions – excitement and motivation
- They are inspirational

Core values are core beliefs
- Some synonyms: Precepts, choices, ideals principals, standards
- Communicating them clearly is critical for leaders – influence
- Not facts, but a beliefs

What Are We Talking About?
The Definition of Core Values

Values drive the organization
- They are the shaping force
- They guide and define

They impact…
- Decision making
- Direction and goal setting
- Conflict resolution
- Job satisfaction
- Commitment
- Priorities determination

What Are We Talking About?
The Definition of Core Values

Decision making
- Which answer is right and which is wrong?
- Core values provide a grid

Direction and goal setting
- Work hand in hand with vision and mission statements
- Act as signposts to guide organization

Conflict resolution
- Many interpersonal conflicts are the result of a conflict in values.
- Clarifying and articulating them is critical

What Are We Talking About?
The Definition of Core Values

Job satisfaction
- Agreement of core values results in increased satisfaction

Commitment
- Those who share core values are more committed to each other

Determining priorities
- Your values affect your priorities

What Are We Talking About?
The Definition of Core Values

Still need help? Ask why….not what.

Four kinds of values:

1. Conscious vs. unconscious: Some are overt, but many are held at the subconscious level. Leaders hold values at conscious level. Reactors hold them at the subconscious level.
2. Shared vs. unshared: Several benefits to shared values…
   - Personal effectiveness
   - Loyalty
   - Consensus about key items
   - Ethical behavior
   - Strong norms
   - Lower levels of stress

What Are We Talking About?
The Definition of Core Values

Four kinds of values…continued…

3. Personal vs. Organizational: Do they agree?

4. Actual vs. Aspirational:
   - Actual – What you own and act on daily
   - Aspirational – What should/ought to be

What Drives You?

The Discovery of Core Values

How do we discover our core values?

Five elements…

1. Who is responsible?
2. What values?
3. Reason for discovering
4. Discovering actual values
5. Establishing aspirational values

What Drives You?

The Discovery of Core Values

1. Who discovers the core values?
   - The point person
   - Leadership team
2. What values?
   - Personal
   - Organizational

What Drives You?
The Discovery of Core Values

3. Why discover the values?
   - Determine your organization's distinctives
   - Dictate personal involvement
   - Communicate what is important
   - Embrace positive change
   - Influence overall behavior
   - Inspire people to action
   - Enhance credible leadership
   - Shape organizational character
   - Contribute to your organization's success
   - Affect strategic planning

What Drives You?
The Discovery of Core Values

4. How are they discovered?
   - Some preliminary matters
   - Begin with personal beliefs
     - Write out your own
     - Study those of others
     - Describe the ideal crime lab
   - Move to organizational values
     - Review your mission statement
     - Articulate observed values
     - Take a values audit
     - Conduct a storyboard session

What Drives You?

The Discovery of Core Values

5. What's the benefit of knowing them?

The test of a good value

- Constant
- Passionate
- Belief
- Drives the organization

What Drives You?
The Discovery of Core Values

Comparing and communicating the results

- How well do the individual values align?
- How well do the organizational values align?

Aspirational values

- The danger of listing them
- How to list them

Writing Your Values Credo

The Development of Core Values

The preparation…

- Who develops the values?
- Which values?
- Why write them down? The benefits…
  - Infuses values with leadership authority
  - Clarity

The process of articulating them…

- Determine the value, not its form
- Determine the number of values…then prioritize them
- Determine the format
- Introduce it
- Explain it
- Validate it

Writing Your Values Credo

The Development of Core Values

Testing a well-written credo. It should…

- Attract interest
- Instill pride
- Communicate well
- Have a limited number of values

Moving Your Values From People to Paper

The Communication of Core Values

Now that they are written, how do you communicate them?

The components of communication…

- The sender: point person and other key people
- The message: contents, comprehension, and credibility
- The receivers

Moving Your Values From People to Paper

The Communication of Core Values

Practical methods for casting core values…

- The leader's life…behavioral modeling…
  - It's foundational
  - Demonstrates and reinforces
  - Translates values into action
  - Establishes acceptable norms
- A written credo
- The leader's message
- Formal and informal conversation
- Visual images
- Celebrations and heroes
- Social media

Weaving New Values into the Organizational Fabric

The Implementation of Core Values

Core values need to pervade the organization

Three steps to follow…

- Who is involved?
- How do you implement?
- How long will it take?

Who is involved?

- The leader

Weaving New Values into the Organizational Fabric

The Implementation of Core Values

Implementing new values

- They are taught
- They are caught…
  - Modeling
  - Enculturating
  - Training
  - Rewarding (formal and informal)
  - Evaluating

Weaving New Values into the Organizational Fabric

The Implementation of Core Values

How long will it take?

- Change can be difficult
- Four distinct levels of change
  - Knowledge
  - Attitude
  - Behavior
  - Organization
- Could take years

How Not To Drop The Ball

The Preservation of Core Values

Look out for organizational turbulence.

Need to understand the problem. Values preservation is the solution to it.

The problem: values-erosion. The process…

- Conflict
- Compromise (not the same as consensus)

How Not To Drop The Ball
The Preservation of Core Values

The solution…protect and preserve

- General values preservation…two practices…
  - Values modeling
  - Values casting
- Specific values preservation…focuses on specific situations…
  - Prevention
    - Recruiting – Look for those who already share your values
    - Interviewing – Identify those with right skills, education, experience, and beliefs!
  - Correction…four ways…
    - Challenging
    - Enforcing
    - Defending
    - Realigning

QUESTIONS?