



Discovery

the discovery process.
ing your challenges,
your survey scores and
ork out how you can be
we're compelled to find the



Data is your friend

We're not afraid of mountains of data.
Not to say we're data geeks, but we
do know how to coax it into beautiful
dashboards, statistical models and
clear reports, so the results are plain
to see.

Just

We k
is to
and



Always surprise & always
delight



Life's short, enjoy work

We're engaged in what we do -
helping other people to be engaged
in the workplace. Practice what you

How to implement your organisation values



Image courtesy of Breather.com

Introduction

One thing is true: if you impose values on your employees, they won't stick.

It's an engaging and successful strategy to not only involve your staff in developing your organisation values, but also to involve them in the roll out, communication and ongoing activities, to truly embed them.

Have a look at our range of suggestions for implementing values in your organisation, based on our hints and tips gleaned from our practice and our clients.

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Launching your values

1) Company or team launch events

Launch events make a statement that the values are important and can get everyone onto the same page from the outset.

Weave in other activities suggested below to make it an interactive, visual and meaningful event:

- **World Café:** Create a café style environment (informal, round tables, refreshments) and use paper tablecloths. Employees free flow around the tables (one table per value) to brainstorm with colleagues what the values mean to them, writing down examples.
- **Storytelling:** Have short 5 minute presentations from leaders and employees to explore the values in action.
- Use **voting buttons** to gather 'in-the-moment' feedback as to how well each value is currently being lived.
- **Image boards:** Ask employees to create image boards to reflect each of the values.

2) Visible reinforcements

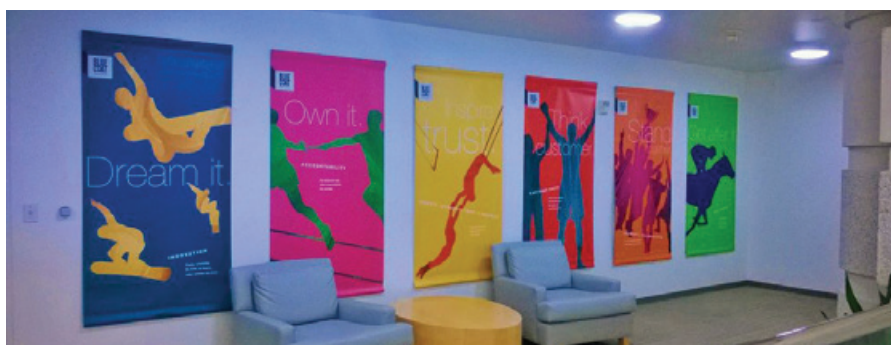
Visual cues and reminders of the values help to a) keep them front of mind for employees and b) help them to interpret what they need to do to live them.

- **Create a visually engaging representation of your values.** Using **icons & images** e.g. animals, landscapes, food, celebrities etc. to represent the essence of each value makes it easy for individuals to recall the values and what they should be doing to demonstrate them.



Image courtesy of Breather.com

- **Create/ update a staff handbook.** A visual handbook with the right tone of voice is a useful resource for employees to understand the story of the organisation and what it's like to work there with supporting policies.
- There are a range of ways to **make values physically visible around the organisation.** The key is to assess the physical environment and leverage the areas that are used the most. For example, a media company based in a tall building painted the foyer lift doors with the values. This meant they were the first thing employees saw whilst waiting for a lift in the morning.



2) Visible reinforcements *(continued)*

- Other examples include:
 1. Displaying them in every meeting room and adding them to **meeting agenda templates**, with prompt questions to help individuals apply them to meetings. For example, if learning from mistakes is a behaviour to be encouraged, this could be a suggested agenda item.
 2. **Mugs, computer equipment, screen savers, laptop cases, wallet cards, key rings** etc. can all be branded with the values to provide quick and easy references.



3. Explain the values on the **intranet and external website** to illustrate what the organisation stands for.
 4. Create videos. This can be done as an **employee video competition** to encourage people to really think about how they are being lived in their part of the organisation.
- Review the **physical layout of your organisation**. A financial company utilised an office refurbishment to create an environment that supported their values. They removed offices for leaders and managers, introduced open plan desk space and made use of glass walls to help embody their values of transparency and team-working.

Embedding values at all levels - individual, team and organisation

3) Aligning day-to-day operations

Organisational processes, practices, tools and technology should support employees in expressing values, yet often there are operational barriers that prevent this.

For example, an individually based bonus scheme may deter team members from collaborating. Too strict a risk management process may stifle curiosity and creativity.

- Carry out an '**operational review**'. This activity typically involves desk research, stakeholder consultation and workshops to critically review operations and identify any contradictions. Where possible, create employee led, cross-team groups to own and implement outcomes from the review.



4) Integration with all HR processes

Integration with HR processes enables organisations to recruit, promote and develop individuals in accordance with the values. 'The how' becomes as important as 'the what' in performance.

- Develop a **recruitment process** that 1) assesses whether candidates are the right fit and 2) creates a candidate experience that illustrates the values.
 1. Job adverts, recruitment communications and candidate feedback all need to embody the values.
 2. Personality psychometrics, such as Dimensions or WAVE, provide valuable insights as to whether candidates' natural preferences line up with the values. Interview guides can be automatically tailored based on individuals' psychometric results to explore any areas of discrepancy.
 3. Individual and/or group exercises can also be designed to assess candidates in a more creative way.
- When new recruits join an organisation, **job descriptions, the induction and on-boarding** should fully introduce the values and help them to understand what to expect by working there. Some companies ask new employees to evaluate how well the values are being demonstrated based on their first 3 months' experience.
- **Performance management, performance-related reward, succession planning and talent programmes** should be informed by the values to demonstrate that 'the how' is as important as 'the what' for recognition and career progression. A common pitfall is that values become a 'tick-box' exercise for HR, so it is critical that they are integrated in a way that is practical.



5) Tools to support personal growth and development

- **360 feedback** (when used as part of developmental initiatives) is an excellent tool for leaders and managers to gather specific feedback on their visible behaviours. The results build self-awareness and allow leaders to explore the impact they are having. Over time, this encourages an open feedback culture.



- **Personality psychometrics** provide deep and detailed insights for individuals to help them understand their natural preferences and when they might need to step out of their comfort zone. For example, if someone naturally prefers a very structured approach to delivering work, they may need to flex their style in creative situations. When used alongside 360, individuals can get a comprehensive understanding of 1) where their starting point is and 2) their behavioural impact on others.
- **Coaching support** for individuals is beneficial for two reasons 1) to encourage deeper reflection in a safe setting and 2) to help maintain momentum on developmental goals. Like using a personal trainer at the gym, having booked sessions with an external professional helps to keep things on track.
- **Learning & development initiatives** should be in alignment with the values, whether through formal training or on-the-job opportunities.
- **Team based development programmes** by their very nature improve collaboration and generate a sense of fun about development. Outdoor challenges, office based games, and team psychometric reports are all options for teams to explore how they can better live values.



Measuring progress in values implementation and reinforcing change

6) A values based employee survey

- To measure how well the values are being lived, carry out a **company-wide survey**. Surveys help to promote what the values are whilst also providing a confidential feedback tool for employees. Question topics can explore understanding of the values, employee buy-in, leadership & manager behaviour, operations (processes, tools etc.) and local positive & negative examples.
- **Pulse surveys** (short and at regular intervals) are a simple and effective tool for gathering specific examples of when the values have or have not been demonstrated.
- Composite 360 and psychometric data: Analysis of this information at an organisational level provides useful intelligence for informing organisational strengths and development needs.
- Gather external feedback to understand the impact employees have on those outside the organisation. There should be a similar experience no matter which part of the organisation the public are interacting with. Surveys, focus groups or inviting external stakeholders to provide 360 feedback are typical examples.



About People Insight

People Insight is a specialist consultancy in employee engagement helping clients create a healthy, happy culture in a workplace that thrives.

We deliver employee surveys, people analytics, wellbeing programmes and consultancy.

As a result of our help, our clients have reduced staff turnover, increased performance, improved customer satisfaction, and enhanced the skills of leaders and managers.

People Insight can help you:

- **Develop your values and behaviours**
- **Assess how values are being lived via surveys**
- **Implement 360° feedback**
- **Deepen your development programmes with psychometrics and coaching**

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