



## Defining and Sustaining a Values-Based Culture

### ACTIVITY 1 – VALUES

Core values represent the shared ideals that differentiate an organization in how it serves clients, colleagues, and the community. CEEK encourages different parts of an organization to build their own distinct culture in a manner that is consistent with the broader organization and its values. This may mean building on or clarifying the application of core values that have already been defined by the organization. Regardless of where you reside in an organization, the following list offers suggestions to help you collaborate within your team to define the foundation of an Intentional Culture Plan.

#### 1. Collectively Brainstorm a Preliminary List of Candidate Values

- Option 1 – Survey the team with open-ended questions such as:
  - What does our team do well in service to our clients, colleagues, and community?
  - How can or should we do better in service to our clients, colleagues, and community?
  - Highlight all words or concepts that express a value statement.
- Option 2 – Survey the team with a List of Common Values:
  - See page 2 for an example list.
  - Ask each team member to select five values that resonate with what they believe does, or should, differentiate the team in service to clients, colleagues, and the community.

#### 2. Group and Refine Similar Candidate Values and Facilitate Discussion

- From Step 1, select the most prevalent values as candidates for consideration (typically 10-20).
- Schedule and facilitate a team discussion to agree on the general intent of each value.
- Group similar values, keeping notes on related values that have been combined.

#### 3. Categorize Values as Right-To-Play, Core, and Aspirational

- Share definitions of the three types of values and ask all team members to categorize.
- Share results and determine consensus on those that are a right-to-play versus those that may differentiate the organization as a core or aspirational value.

#### 4. Vote to Select Final Set of Core Values to Differentiate

- Distribute to the team the refined list of candidate values (typically 6-12 core and aspirational).
- Ask team members to vote on the top three they believe will differentiate the team.
- Share the survey results and determine whether to adopt the top 3, 4, or 5 values based on the distribution of voting results. CEEK recommends 3-5 core values.

#### 5. Draft a Brief Description of Each of the Core Values

- Referencing notes from the team discussion, define each core value capturing the essence and intent of the value. Include language of similar values that were grouped together.
- List and define any values designated as right-to-play, defining the clear expectations associated with each (e.g., honesty – we do not lie, cheat, or steal).
- Distribute to the team for feedback and comments. Refine or edit as appropriate and finalize.



## Values to Consider

- |                             |                              |                            |
|-----------------------------|------------------------------|----------------------------|
| ___ Accomplishment          | ___ Equality                 | ___ Ownership              |
| ___ Accountability          | ___ Excellence               | ___ Passion                |
| ___ Adaptability            | ___ Excitement               | ___ Peace                  |
| ___ Advancement/Promotion   | ___ Expertise                | ___ Personal Growth        |
| ___ Adventure               | ___ Exploration              | ___ Physical Challenge     |
| ___ Affection (love/caring) | ___ Fairness                 | ___ Pleasure               |
| ___ Artistic Expression     | ___ Family                   | ___ Privacy                |
| ___ Athletics               | ___ Fast-paced Work          | ___ Prosperity             |
| ___ Autonomy                | ___ Fighting for a Cause     | ___ Public Service         |
| ___ Balance                 | ___ Financial Security       | ___ Quality                |
| ___ Beauty                  | ___ Freedom                  | ___ Quality Relationships  |
| ___ Challenge               | ___ Friendship               | ___ Relationships          |
| ___ Challenging Problems    | ___ Fun                      | ___ Respect                |
| ___ Change                  | ___ Giving                   | ___ Responsibility         |
| ___ Close Relationships     | ___ Growth                   | ___ Risk Taking            |
| ___ Collaboration           | ___ Harmony                  | ___ Safety                 |
| ___ Comfort                 | ___ Health                   | ___ Security               |
| ___ Commitment              | ___ Helping Other People     | ___ Self-esteem/Confidence |
| ___ Community               | ___ Honesty                  | ___ Self-expression        |
| ___ Competence              | ___ Humor                    | ___ Self-respect           |
| ___ Competition             | ___ Independence             | ___ Serenity               |
| ___ Consistency             | ___ Innovation               | ___ Service Excellence     |
| ___ Contributing            | ___ Integrity                | ___ Solitude               |
| ___ Cooperation             | ___ Intellectual Stimulation | ___ Spirituality           |
| ___ Courage                 | ___ Involvement              | ___ Stability              |
| ___ Creativity              | ___ Job Tranquility          | ___ Stimulation            |
| ___ Culture                 | ___ Joy                      | ___ Teamwork               |
| ___ Curiosity               | ___ Knowledge                | ___ Time Freedom           |
| ___ Decisiveness            | ___ Leadership               | ___ Tranquility/stability  |
| ___ Democracy               | ___ Learning                 | ___ Trust                  |
| ___ Dependability           | ___ Location                 | ___ Truth                  |
| ___ Diversity               | ___ Love                     | ___ Using Intuition        |
| ___ Education               | ___ Loyalty                  | ___ Variety                |
| ___ Effectiveness           | ___ Mastery                  | ___ Wisdom                 |
| ___ Efficiency              | ___ Meaningful Work          | ___ Working Alone          |
| ___ Empowerment             | ___ Nature                   | ___ Working with Others    |
| ___ Environment             | ___ Open-Mindedness          |                            |

Email [info@ceekllc.com](mailto:info@ceekllc.com) for further guidance or support to develop your Intentional Culture Plan.