Developing Core Values

“A People Process Culture”

Cabinet Retreat – Part II

December 15, 2009

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What are Core Values?

- They are values we hold which form the foundation on which we perform work and conduct ourselves
- They are important to us to abide by
- They remain constant throughout the changes in society, government, politics, and technology
- They underlie our work, how to interact with each other, and which strategies we employ to fulfill our mission
- They are the basic elements of how we go about our work
- They are the practices we use (or should be using) every day in everything we do
- They are not descriptions of the work we do or the strategies we employ to accomplish our mission
What are Core Values?

CORE VALUES:
✓ Define the institution/Clarify who we are
✓ Articulate what the institution stands for
✓ Govern personal relationships
✓ Guide business processes and decisions
✓ Help explain why we do business the way we do
✓ Guide what is taught and how
✓ Inform us on how to reward

CORE VALUES ARE NOT:
✓ Operating practices
✓ Business strategies
✓ Cultural norms
✓ Competencies
✓ Changed in response to market/administration changes
✓ Used individually
What are Core Values?

- A set of beliefs that influence the way people and groups behave
- They are the “soul” of the institution
- Effective values are deep rooted
- They help form a social psychology that can support or overcome individual psychology

Where do Core Values Come From?

- Most core values come from the founders of an institution
- Some institutions use a group consensus process to develop core values
Why are Core Values Important?

- Influence behavior
- Communicate what we really believe
- Core values are sacred, they do not change very often
- They provide a moral compass
- Provide continuity through change
- Help people make tough decisions
- They help to decentralize decision making
- Help people to be more proactive
Characteristics of Effective Core Values

- Clear and succinct
- Usually no more than 6 and no less than 2
- Thought about and iterated a lot
- They stay the same through time, they are sacred
- Widely and frequently communicated
- Provide substantial guidance
- Profitability is not the primary ingredient
Are Core Values the same as a Mission?

- The *mission* is the reason the institution exists. It is the core purpose.
- The values are the guiding principles of behavior through time.

Core Purpose + Core Values
Integration of Core Values

- Effective core values are integrated into all levels and functions of the institution

<table>
<thead>
<tr>
<th>Core Values</th>
<th>Employees</th>
<th>Customers</th>
<th>Stakeholders</th>
<th>Owners</th>
</tr>
</thead>
<tbody>
<tr>
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Leading with Core Values

- Communicate to assure that people understand the values and believe in the values
- Standardize the values: define what they mean and give examples of the value, tell value stories (Institutional Effectiveness)
- Practice using the values: daily, weekly, monthly
- Encourage people to use the values to make decisions
- Align to practices and systems with the values: rewards, information sharing, measures, meetings, teams, etc
- Recognize people and groups that practice the values
- Inform others about how the values were used to make a decision
- Correct those who do not use the values or violate them
Process to Establish & Manage by Values
Adapted from the book “Managing by Values”

1. Develop core values and purpose for existence
2. Widely and thoroughly communicate core values and purpose
3. Define the core values and provide specific examples of behavior that clearly demonstrates how the values have been used
4. Align the following with the values and purpose:
   a. individual practices, especially leadership practices
   b. team practices
   c. organizational practices
   d. resource allocation
5. Reinforce
   a. reward behaviors
   b. correct incongruent behavior
   c. review culture and values
   d. sense and recalibrate as needed
Core Values & Competencies

- Together they are a key driver for all individuals and institutions.
- They act as a compass to help us navigate those changing situations and circumstances.
- Often they remain implicit and unspoken. To purposefully follow a vision requires that we make these concepts explicit and we singly and jointly commit ourselves to maintaining and sharing the values we believe in.
- They are not some convenient tool we use during the part of our lives when we are at work. Rather they can act as a code we abide by at all times, a standard we aspire to in all aspects of our life and as the roots from which we grow true and straight.
## Sample Core Value & Competency

The following examples are intended to illustrate the wide variety of activities/initiatives applicable to each value

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<th>Behaviors/Indicators/Expectations</th>
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| Innovation | *We are a community of educators bound by our passion for teaching and serving our students in an environment that fosters creative and effective approaches to learning.* | ✓ developing a process that can be performed more efficiently  
✓ developing an attractive new service or an improvement of an existing service  
✓ finding a solution for a problem  
✓ improving a process or procedure  
✓ changing the way a part of our business is conducted |
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| Assessment | *We practice an approach to education that instills in ourselves and our students the value of reflection, continual improvement, and accountability.* | ✓ emphasizing the importance of quality control within a unit  
✓ actively seeking feedback from internal and external constituents  
✓ developing an evaluation plan in order to improve the quality of services offered  
✓ gathering evidence of unit improvement  
✓ highlighting the importance of data-driven decisions  
✓ collecting data that assists in decision making  
✓ developing reports that clarify progress on the university mission  
✓ finding new ways to measure an activity |
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| Customer Service    | *We settle for nothing short of remarkable service and satisfaction for our students and other campus constituents.* | ✓ consistently reducing response times for requests  
                       |                                                                          | ✓ satisfying the needs of students, faculty, or staff  
                       |                                                                          | ✓ executing their responsibilities in a manner that positively impacts the University  
                       |                                                                          | ✓ enhancing the University’s reputation as a student-friendly institution  
<pre><code>                   |                                                                          | ✓ responding positively to requests for service                                                                 |
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| Heritage   | *We embrace the unique qualities and characteristics that make us who we are as individuals and as a community.* | ✓ aligning curricula to include multiculturalism  
 ✓ attracting a diverse student population  
 ✓ retaining a diverse student population  
 ✓ emphasizing the importance of multiculturalism  
 ✓ attracting a diverse vendor pool  
 ✓ implementing programs which raise the level of awareness of multiculturalism  
 ✓ reaching out to the community  
 ✓ bringing University programs to the community |
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| Respect    | *We are open to accepting and balancing the different ‘ways’ and needs of others. We care for ourselves and others in a manner that promotes trust, openness and personal growth.* | ✓ treat people in a fair, equitable and non-discriminatory manner  
✓ listen to and respect the views of other people and cultures  
✓ show consideration of diversity  
✓ gentle with themselves and balance their needs with those of others  
✓ positively acknowledge the contributions of others |