



successFIT

values & culture inventory

*What lies behind us and what lies before us
are small matters compared to what lies within us.*
– Ralph Waldo Emerson

workplace values

As individuals we bring to the workplace our unique set of values. Sometimes our individual values line up with the company's values—sometimes they don't. Workplace values are the guiding principles and assumptions an individual holds dear and which, when violated produce frustration, irritation, or some form of inner dissonance. Although unseen and intangible, these underlying workplace values govern our choices, attitudes, and behaviors in the places we work.

corporate culture

Corporate culture influences the satisfaction level of all employees and the financial bottom line. Corporate culture is shaped by workplace values of workers and leaders within the company.

A company's values are the core of its culture. While a vision articulates a company's purpose, values offer a set of guidelines on the behaviors and mindsets needed to achieve that vision.

Of course, values are of little importance unless they are enshrined in a company's practices. If an organization professes, "people are our greatest asset," it should also be ready to invest in people in visible ways.

The benefits of a strong corporate culture are both intuitive and supported by social science. According to James L. Heskett **culture "can account for 20-30% of the differential in corporate performance" when compared with 'culturally unremarkable' competitors.**

- *John Coleman, Six Components of a Great Corporate Culture, Harvard Business Review Blog, May 2013*

Values practiced and reinforced through rewards by a company are a better indication of corporate culture than the ideal values articulated in the corporate literature. And the intersection of individual workplace values and corporately practiced values is crucial in negotiating culture change within any company.

values & culture inventory

This inventory will help you assess your preferred workplace values and identify the values practiced within your company. If you are one of many within your company taking this inventory, a corporate culture assessment will be made from the composite of all workers' scores on values practiced in the company.

The six broad categories listed below are often interrelated and crucial in shaping corporate culture. This inventory will help identify various values under each of these broad categories.

ethics

process

person

rewards

product

work group



benefits of the inventory

There are three benefits, in particular, to learning more about your values. By discovering your workplace values:

1 *You will more clearly define your values in the workplace.*

3 *You will have new approaches to deal with value conflicts in the workplace.*



2 *You will more clearly understand the values your company practices.*

how to take this diagnostic inventory

part one of instructions: *my values*



- 1** This is **NOT** a test! There are no right or wrong answers. This is an inventory to help you identify your Workplace Values.
- 2** Consider each of the statements in light of the environment in which **YOU MOST PREFER TO WORK.**
- 3** Use the scale below to ***assign a number from 1 to 5 to your response.***
- 4** Place the number in the box at the end of each statement.
- 5** Do not take an excessive amount of time reasoning out your response; simply give your first impression.

SCALE for all statements

- 1 - NEVER true of me
- 2 - SOMETIMES true of me
- 3 - TRUE about half of the time
- 4 - USUALLY true of me
- 5 - ALWAYS true of me

I am energized when I produce high quality work.	1
I believe producing large volumes of a product is best for a business.	2
I prefer to use the best possible process to get a task done.	3
I am motivated when practical processes are used to complete a task.	4
I believe a company should seek to invest in making long-term profits in order to secure my job.	5
I prefer to work for a company with short-term profits in order to pay me a high salary now.	6
I am energized when I use highly efficient processes that yield little or no waste in materials.	7
I believe a company should use convenient processes that yield waste but make work easier for employees.	8
It is important to me to meet time schedule demands at work.	9
I am most motivated when I do not have to be concerned about time demands.	10
I believe a company should always seek to maintain a stable work environment.	11
I prefer to work in environments that encourage innovative approaches and welcome changes.	12
I am motivated at work when I am encouraged by the company to learn new skills and information.	13
I believe a person's work productivity comes first and his/her development should be done at other times.	14
I prefer to work for a company that allows me great freedom to meet my personal and family needs.	15
I enjoy working in a company that places high demands on my time.	16
I prefer to work with others who put the needs of the customer first.	17
I am motivated at work when good interpersonal relationships are highly valued.	18
I believe workers should first be committed to fulfill the tasks required to make a business succeed.	19
I prefer to work on a team with other people.	20
I enjoy competing with fellow workers in a company.	21
I believe good leadership will involve all the workers who have to implement the decisions.	22
I prefer working for leaders who make decisions without involving me in the decision making process.	23
I am energized when I work in an environment that expects me to comply with rules and procedures.	24
I believe every worker has the right to respectfully challenge why things are done in a particular manner.	25
I prefer to deal honestly with people in the workplace even when honesty isn't the most profitable way.	26
I enjoy working in a company that promotes people on the basis of competency, not length of service.	27
I believe people need to be recognized for their accomplishments in order to do their best work.	28
I prefer to perform my required duties at work with little or no recognition.	29
I am motivated to work my best when poor performances have immediate negative consequences.	30

I believe a company should ensure high quality products or services even if profits are smaller.	31
I prefer to work for a company that produces large quantities of goods or services.	32
I am energized when I do things at work in the most ideal manner.	33
I believe the most pragmatic methods are the best methods to use in the workplace.	34
I prefer to work for a company that invests money in developing new or better products or services.	35
I enjoy working for a company that doesn't develop new products or services in order to pay premium salaries.	36
I believe wasting material resources should always be avoided at work.	37
I prefer working where I can do things in a convenient manner even though some waste occurs.	38
I am always motivated to meet demands at work in a timely manner.	39
I believe a business would function best in the long run if time concerns were not emphasized.	40
I prefer to work for a very stable company.	41
I am energized by innovative changes at work.	42
I believe a company's best investment is paying for its workers to develop new skills and knowledge.	43
I prefer working where I am expected to produce at work and develop new skills on my own time.	44
I enjoy working in an environment that recognizes and respects my other responsibilities at home.	45
I believe a company should have high work requirements and those who can't meet them should leave.	46
I enjoy working in an environment that puts customer needs first.	47
I believe a company should readily commit resources to insure harmonious relationships among workers.	48
I prefer to work in an environment that is highly task-oriented.	49
I am energized when I am part of a team effort.	50
I believe people perform better when they compete with their fellow workers in the same company.	51
I prefer to have a definite voice on all decisions at work that affect me.	52
I enjoy working for leaders who make decisions without involving me in the decision making process.	53
I believe workers are hired to comply with rules and procedures without questioning them.	54
I prefer to have the freedom from the company to challenge the status quo at work.	55
I enjoy working in an environment that demands complete honesty in all business dealings.	56
I believe a company should promote people without partiality even if I would benefit by favoritism.	57
I prefer to be recognized frequently at work for my accomplishments.	58
I am energized by doing my required duties at work without being noticed.	59
I believe poor performance on the job should be reprimanded or penalized.	60

I prefer to work in an environment that values high quality products or services delivered.	61
I'm motivated when I'm expected to produce large amounts of goods or services, even if quality suffers.	62
I believe the most technically correct way of doing business is how business should be done.	63
I prefer to work in an environment that uses the most expedient and useful methods.	64
I enjoy working for a company that invests money in developing new and better products or services.	65
I believe premium salaries should be paid to workers before a company develops new products.	66
I prefer to conserve and recycle material resources at work even though it takes more time to do so.	67
I enjoy the convenience of throwing away materials instead of conserving every bit of material resource.	68
I believe every employee should be time conscious because "time is money."	69
I prefer to work in an environment that minimizes time concerns.	70
I am motivated to work in a highly stable and secure company that doesn't change too fast.	71
I believe businesses should always be on the cutting edge of innovative change.	72
I prefer to work for a company that provides time and means to pursue career development.	73
I enjoy working in an environment where my personal productivity is always challenged to increase.	74
I believe companies should always make allowances for their workers' personal and family needs.	75
I prefer working where the work demands require me to make personal sacrifices.	76
I believe that a company should always put the needs of the customer first.	77
I prefer to work in an environment that pays close attention to harmonious employee relationships.	78
I am energized by the tasks I have to do at work even if an interpersonal relationship at work suffers.	79
I believe work is best done by a team of people working together.	80
I prefer to work independently from my fellow workers and then compare my performance with theirs.	81
I enjoy voicing my thoughts on all decisions at work that affect me.	82
I believe leaders should make decisions without the cumbersome process of always involving workers.	83
I prefer to follow the rules and regulations at work.	84
I am motivated by the freedom to question any rule or procedure at work.	85
I believe that complete honesty is the only way to do business.	86
I prefer to see others get special treatment at work because that will benefit me.	87
I enjoy being praised and affirmed for my work accomplishments.	88
I believe people should do their work duties without always wanting to be recognized.	89
I prefer working where I know I will suffer immediate negative consequences if I don't perform well.	90

part two of instructions: *company values practiced*

1 This is an inventory to help identify the values of a particular company or the work group in which you participate. ***This is an anonymous inventory.*** Your responses will be combined with others to form a profile of the values that drive the company's culture. Write in the company or work group you will be rating below.

2 Consider each of the statements below in light of the **VALUES THAT ARE PRACTICED WITHIN THE COMPANY (or WORK GROUP).**

3 Use the scale below to ***assign a number from 1 to 5 to your response.***

4 Place the number in the box at the end of each statement.

5 Do not take an excessive amount of time reasoning out your response; simply give your first impression.

SCALE for all questions

1 - NEVER practiced

2 - SELDOM practiced

3 - SOMETIMES practiced

4 - USUALLY practiced

5 - ALWAYS practiced

Producing high quality products or services	91
Producing high quantity of products or services	92
Using idealistic approaches to accomplish results	93
Using pragmatic methods to accomplish results	94
Making long term profits by investing in developing new products and services	95
Making short term profits in order to pay high salaries/dividends to all or some people	96
Using efficient processes with little or no waste of material resources	97
Using convenient processes which save time but produce waste of material resources	98
Meeting time demands	99
Having minimal concern for time	100
Maintaining stability in the company	101
Using innovative approaches	102
Developing workers' skills and knowledge to increase their competence	103
Producing goods or services	104
Fulfilling personal and family needs in order to be good a worker on the job	105
Fulfilling demands of the job that call for personal sacrifice	106
Taking care of customer needs	107
Maintaining harmonious relationships among fellow workers	108
Fulfilling the company's tasks	109
Working as a team	110
Competing with co-workers	111
Participating in leadership decisions including all those involved in implementing the decisions	112
Making decisions for others with little or no input from them	113
Complying with authority	114
Respectfully challenging authority	115
Always dealing honestly even when the company stands to lose profits	116
Dealing fairly on the basis of competence without any form of partiality or favoritism	117
Giving recognition to workers	118
Performing duties without recognition	119
Performing well under the fear of negative consequences	120

scoring instructions

- 1** **TRANSFER SCORES** to the scoring sheet on the SCORING SHEET in the back.
- 2** **ADD** the first three column scores together for each row and place your answer under "**Totals A**". See the example.
- 3** **MULTIPLY** your company values scores by 3 and place your answer under "**Totals B**".
- 4** **SUBTRACT** "**Totals A**" from "**Totals B**" and place your answer under "**Difference [A-B]**".
- 5** **COMPLETE** "Prioritized Summary of Values" and "Interpreting the Differences" on pages 12-14.
- 6** **REFER** to page 15-21 for benefits, descriptions and suggestions regarding workplace values and corporate cultures.

prioritized summary of values

List values by the major groupings. Put the highest scores first in each grouping.

	TOTALS A MY VALUES	TOTALS B COMPANY VALUES
<i>Example:</i>	Idealism (12) Quality (11)	Pragmatism (13) Short Term Profits (10)
PRODUCT	_____() _____() _____() _____() _____() _____()	_____() _____() _____() _____() _____() _____()
PROCESS	_____() _____() _____() _____() _____() _____()	_____() _____() _____() _____() _____() _____()
PERSON	_____() _____() _____() _____() _____()	_____() _____() _____() _____() _____()

WORK GROUP

_____ ()	_____ ()
_____ ()	_____ ()
_____ ()	_____ ()
_____ ()	_____ ()
_____ ()	_____ ()
_____ ()	_____ ()
_____ ()	_____ ()
_____ ()	_____ ()

ETHICS

_____ ()	_____ ()
_____ ()	_____ ()

REWARDS

_____ ()	_____ ()
_____ ()	_____ ()
_____ ()	_____ ()

**Circle your top one or two values in each group & column.
Do these identify your values in the workplace?
Refer to the descriptions & suggestions beginning on page 17.**

interpreting differences

In the appropriate sections below, list all the workplace values that fall into those categories as determined from the scores in the **“Differences [A-B]”** column on the Scoring Sheet.



0 Difference: excellent compatibility

You have excellent compatibility with the company's values.

1 to 3 Difference: little tension

Your compatibility should allow you to function with little or no tension.

4 to 6 Difference: some conflict

Although you experience some conflict, you can usually resolve the tension.

7 to 9 Difference: some intense conflict

Sometimes the conflict in values becomes intense. This intensity may or may not be apparent to others.

10 to 12 Difference: often intense conflict

Often you have intense conflict in values that may or may not be resolved. This conflict is usually apparent to other people.

benefits of understanding my values

differences

Each individual views the world and the workplace through the prism of his or her own values. If you can understand the benefits and liabilities of each of the values identified, you will be able to appreciate those differences, even when they vary greatly from your own. See the “descriptions and suggestions” of each workplace values in the back of this inventory to better understand workplace values.

congruence and conflict

As you compare your values with those of the company you work in, you may see both areas of congruence and conflict. Merely being able to identify these variances will be helpful in the process of resolving conflict. Mutual understanding of values provides a starting point for discussion and addressing issues.

In a workplace environment where company and employee values overlap, each individual benefits from steady, undeterred progress toward a mutually desired corporate culture. When wide variance in workplace values occurs, both individual workers and company leaders can benefit from understanding the contrasting perspectives as they together search for new common ground while solving conflicts that spring from values.

Sometimes conflict in our values is due to our own actions. As you consider your ideal workplace values, how are you living up to these ideals in the workplace? What changes do you need to make to better live out your own values?

adapt

Part of a developmental process in each of us includes growing in the ability to adapt to environments that challenge and enlarge own perspectives. In order to thrive in various work environments, each of us need to recognize your own set of values at play in a situation. And it is important to understand the viewpoint of other parties or individuals involved in the same workplace.

corporate culture change

If you are a leader or manager tasked with shaping or changing the culture of a company, below are a few suggestions for using this inventory in the change process.

practiced values

Many company have a stated list of ideal values. This inventory helps a company identify the values that its employees have and those they perceive are practiced within the company. If a “stated value” has “real value” within an organization, it will be practiced and rewarded. The reward may be financial, internal recognition, job promotions, or some other form of reward. What a company rewards often shapes the culture it practices.

congruence and conflict

As you compare your values, the values of workers, the “stated values” and the “practiced values” within the company, you may see both areas of congruence and conflict. Merely being able to identify these variances is helpful in the process of resolving discrepancies. This understanding can provide a starting point for discussion between workers and leaders. Build on areas of congruence as you address areas of conflict.

change

Having identified specific workplace value differences, you will be better able to target those values that need to be reinforced through company communication and rewards systems. This will allow disparities in values to be less personal and thereby, more manageable and constructive.

At times you may need to lead a process of reconciliation. Corporate memory is strong and lasting and can impede efforts to change culture. Having identified conflicting values, seek to identify any gross practices that would inhibit alignment between stated and practiced values. If there are specific “wrongs” that need to be righted within the corporate memory, as a leader you can best address these issues with understanding, humility, patience and persistence.

descriptions & suggestions

Workplace values are categorized in the following manner:

ethics

- Fairness
- Honesty

person

- Career Demands
- Customer Needs
- Personal/Family Needs
- Personal Development
- Personal Productivity

process

- Convenience
- Efficiency
- Innovation
- Minimal Time Concern
- Stability
- Timeliness

product

- Idealism
- Long Term Profits
- Quality
- Quantity
- Pragmatism
- Short Term Profits

rewards

- Duty
- Negative Consequences
- Positive Recognition

work group

- Challenge
- Compliance
- Directive Leadership
- Individual Competition
- Participatory Leadership
- Relationships
- Tasks
- Teamwork



ETHICS

Every business and every businessperson subscribes to a set of ethics that governs their legal and moral choices in the workplace. Those ethics arise out of an individual's personal character. Such values as fairness and honesty are among the ethical values each enterprise encounters.

FAIRNESS

Fairness is the emphasis on treating each employee as a unique individual who must be evaluated only on the basis of his or her personal competencies. Relational connections, appearances, beliefs, and factors like age or sex are not relevant criteria. A high value on fairness is necessary in workplace environments where relational connections or innate characteristics have little or no bearing on the task required.

HONESTY

Honesty is the premium placed on truthful disclosure of the facts concerning an opportunity, product, or person. The underlying assumption is that, ultimately, customer loyalty and trust are better gained with an honest, upfront approach to services or products offered.

PERSON

Whether as workers, managers, owners, or customers, people are integral parts of any business or enterprise. Some businesses are people intensive; others are not. But all work involves people that some level.

People form a vast resource of potential and opportunity. And they all, in turn, vie for satisfaction in the midst of the limited resources of the workplace.

Below are five people values that are held in tension in the workplace.

CAREER DEMANDS

Career Demands is the emphasis on the immediate and pressing requirements of the workplace that must be met in order to remain a viable enterprise.

CUSTOMER NEEDS

Customer Needs is the emphasis given to the desires and preferences of those being served by a business. It includes such things as affordability, reliability of the product, persuasiveness of appeal, efficiency of service.

PERSONAL PRODUCTIVITY

Personal Productivity emphasizes that a measurable amount be achieved or produced by an individual during a specific period of time. Assuming that the individual has previously acquired sufficient competency, personal productivity is a reigning value in situations where the pace of change is moderate or slow and productivity is needed to drive the business.

PERSONAL DEVELOPMENT

Personal Development refers to the value of developing an individual's competencies in skills and knowledge. Development requires time and resources that may inhibit short-term production. But in the long run, personal development insures greater competency and therefore, greater potential contribution. It is most useful in environments that require continual increase in skills and knowledge in order to meet the needs of a changing workplace.

PERSONAL/FAMILY NEEDS

Personal/Family Needs refers to the value placed on the holistic concerns of an individual regarding his health and the welfare of other members of his family. It views the individual as a person with a variety of human needs who will function best on the job when he has an adequate store of physical and emotional energy available.

PROCESS

Any product or service assumes the presence of a process involved in its creation. In some form or fashion, we start at a beginning and head toward a conclusion and there are values inherent in the process of moving along this continuum.

It should be noted that in some cases, the process itself is held in tension with the product produced. In situations where the end result is of a relational or educational nature, for instance, the process involved in reaching the desired result may well be as important as the "product" produced.

An appreciation of the importance of process requires the ability to see the true value of the intangible or the abstract.

CONVENIENCE

Convenience is the value attached to a process where comfortability and ease are the primary concerns. It is most useful in environments that require speed and can afford some degree of waste.

EFFICIENCY

Efficiency is the value placed on a process that entails the greatest possible speed with minimal waste. It is an important value in environments that require conserving resources or where time is of essence.

INNOVATION

Innovation is the emphasis on taking risks in order to achieve something new and different so that particular needs can be met in a relevant way. Futuristic in its orientation, the value of innovation always lives on the edge of the present with an eye to new possibilities. It is crucial in workplace environments where relevancy, new research, or contemporary design is required.

MINIMAL TIME CONCERN

Minimal Time Concern describes the value where timeliness is of less importance when compared to the relationships being formed or the value of the actual process under consideration. It

is most useful in environments that are built on long-term relationships rather than immediate products and services.

STABILITY

Stability is the value given to reliance on proven methodology, tradition, or maintaining order and harmony. Stability is most essential in those environments where heritage must be preserved, human life is at stake, or fundamental principles are at risk.

TIMELINESS

Timeliness is the value placed on being time conscious and adhering to the dictates of a schedule. It is crucial in environments that require measurable progress toward a desired end or where tardiness may result in lost opportunity.

PRODUCT

Where there is work being done, there is a product inherent in the process. That product may be concrete or abstract, a service rendered, a sense of well-being imparted, or a good manufactured. The product may not become available until sometime in the future or it may be accessible almost immediately. Whatever the case, maintaining a business requires producing a product that will bring an identifiable return in order to insure future work.

Below are six values held in tension that relate directly to the product or products produced.

IDEALISM

Idealism is the word that describes the drive to approximate the truest standard possible. Placing high value on idealism implies the need to find and follow the ideal pattern, the original design, or the most exemplary model. Idealism is usually based on close adherence to principle and vision. This value is most useful in environments that also demand high ethics.

LONG TERM PROFITS

Long Term Profit is the value that makes choices in the present that will bring greater reward and benefit in the future. The emphasis is on long term rather than immediate gain. This value is most crucial in workplace environments where the stewardship of either human or material resources is of uppermost concern or where research and innovation are necessary to enhance future profitability.

PRAGMATISM

Pragmatism is the value attached to finding the option that most efficiently and effectively produces the desired result. Pragmatism emphasizes doing what works. It is most useful in environments that require practical, utilitarian approaches to solving a problem such as manufacturing, agriculture, or the military establishment.

QUALITY

Quality refers to the value of placing a high premium on excellence. It allows for a small margin of error and rewards exactness. Quality is most essential in those business environments where human life and welfare are at stake. Artistic endeavors that necessitate close approximation to the real or the ideal also place a premium on quality.

QUANTITY

Quantity is the emphasis on the number of units produced. A high value on quantity implies that much is needed quickly. It is most appropriate in crisis situations or when high volume is needed for successful profit margins.

SHORT TERM PROFITS

Short Term Profit is the value attached to the need to realize quicker return in order to insure business viability. It is most useful in environments that require maximum profits quickly for an enterprise that does not intend to continue for the long run.

REWARDS

The viability of maintaining an effective business enterprise requires a motivated work force. Reward systems, whether tangible or intangible, positive or negative, are integral parts of any business venture.

There are values that govern the shape and substance of those rewards. Those values are based on essential beliefs about what motivates an individual to perform to his or her optimum ability.

DUTY

Duty is the emphasis on motivating a work force by inculcating intrinsic motivation based on obligation, faithfulness to responsibility, or the innate virtue of the work being performed.

NEGATIVE CONSEQUENCES

Negative consequences place an emphasis on painful or negative feedback in an effort to motivate people to work harder or more effectively. These consequences include demotion, threat of termination, salary reduction, personal criticism, or revoking of privileges.

POSITIVE RECOGNITION

Positive Recognition refers to the value of motivating people by openly acknowledging – by praise, promotion, increased pay, or special privilege – the value of an employee's job performance.

WORK GROUP

In enterprises including more than one player, the work group comprises an important element of a successful business. These groups may be formally structured on corporate charts or informally aligned through personal affinities.

Below are eight values in tension that relate to the work group.

PARTICIPATORY LEADERSHIP

Participatory Leadership refers to the value placed on involving those individuals who will implement a decision in the actual process of arriving at necessary conclusions. It assumes that each worker has some particular competence or insight that makes his participation valuable in the decision making process. Decisions may be arrived at by consensus, by reaching a simple majority, or by selecting a smaller representative team who will come to a conclusion after various viewpoints are adequately heard.

CHALLENGE

Challenge is the emphasis on the personal analysis and examination of various alternatives in an effort to reach the best choice among many options. It is most useful in environments that require continually rethinking of the basic principles of the enterprise and where sufficient time exists to do so.

COMPLIANCE

Compliance is the value of following others' decisions, trusting in good faith that those decisions will prove to be accurate and effective. It is often useful in an environment that requires rapid decision making, such as a crisis involving human safety.

RELATIONSHIPS

The value of relationships refers to the emphasis placed on how and in what manner individuals relate to one another in the context of performing their jobs. It describes the premium placed on dealing with interpersonal conflict, achieving unity of purpose, and creating a congenial work environment. A high value on relationships is essential in businesses that, by virtue of the product being marketed, need to model interpersonal harmony and effectiveness.

DIRECTIVE LEADERSHIP

Directive Leadership refers to the value of having one, or a select few, make decisions that will be implemented by those commissioned to complete the task. This value is particularly applicable in workplace situations where one, or a select few, have special competencies not available to the general work force and situations where the burden of responsibility needs to be borne by a few, especially in crisis situations or where human welfare is at stake.

TASK

Task is the value placed on the actual work to be accomplished within an enterprise. These tasks have an over-riding purpose and urgency necessitating their effective completion, even at the cost of interpersonal relationships.

INDIVIDUAL COMPETITION

Individual Competition places an emphasis on the accomplishments of each individual. A high value on individual accomplishment is the hallmark of workplace environments that reward individual initiative and contribution.

TEAMWORK

Teamwork refers to the value of working together as a group for the accomplishment of a common objective. Recognition is thereby given to the team as a whole rather than to individuals. It is particularly useful in environments that require a broad range of knowledge and skills to complete the work mission of the group.

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