



## Values Drive Behavior

Values are the basic principles that shape the way individuals and organizations behave. They define what is important, influencing priorities, decisions, and interactions. Values provide a clear framework for how employees relate to each other, solve problems, and engage with customers. Values are signals that guide individual actions to align with the organization's mission and goals.

Strong values are the foundation for decision-making and accountability. For example, a company that values integrity will prioritize ethical choices, even when facing difficult revenue challenges or customer demands. Similarly, a workplace that emphasizes adaptability rewards employees for taking risks and experimenting with new ideas even if they make mistakes that expend time and resources.

There is an endless list of potential organization values, but research suggests that less is more. Most people would agree that all of the statements below describe positive traits for nearly any organization. But adopting too many statements dilutes the utility of expressing them in the first place.

- Flexibility (Adapting to workplace changes)
- Innovation (Encouraging creativity & fresh ideas)
- Autonomy (Independence & self-guided decisions)
- Risk-taking (Willing to experiment)
- Results Orientation (Measuring outcomes & driving success)
- High Expectations (Striving for excellence)
- Taking Initiative (Proactively solving problems)
- Hard Work (Valuing effort & persistence)
- Teamwork (Emphasizing collaboration)
- People-Focus (Prioritizing employee well-being)
- Supportiveness (Encouraging open communication)
- Community Engagement (Giving back to society)
- Integrity (Prioritizing ethical behavior)
- Fairness (Ensuring justice & equal opportunity)
- Open Communication (Sharing information freely)
- Predictability & Stability (Clear expectations & consistency)
- Customer Focus (Prioritizing customer satisfaction)
- Competitive Edge (Striving to be the best)
- Aggressiveness (Driving ambition assertively)
- Precision & Attention to Detail (Prioritizing accuracy & quality)

The Organizational Culture Profile (OCP), developed by Charles O'Reilly, Jennifer Chatman, and David Caldwell (1991), applied rigorous research to boil the possibilities down to only seven distinct values. The idea was to find a mutually exclusive and collectively exhaustive

set that represents the underlying meaning of the phrases found in thousands of company values statements.

The core values in the Gamut Values Discovery Worksheet have been modified for clarity and utility into the following set you can use to explore your ideal work situations and design a company values statement:

- **Innovation** – Encouraging creativity, experimentation, and exploration.
- **Quality** – Emphasizing accuracy, thoroughness, rigor, and precision.
- **Outcomes** – Focusing on results, expectations, and performance goals.
- **People**– Valuing fairness, interaction, care, and concern for individual well-being.
- **Integrity** – Emphasizing transparency, ethical behavior, and credibility.
- **Stability** – Prioritizing consistency, security, and established procedures.
- **Achievement** – Promoting a drive to outperform competitors and be the best.

This model assumes that a successful business will always have a customer-orientation as the driving force behind an explicit business strategy that depends on successful human interaction supported by appropriate technology and financial stewardship. These aspects are not considered values, they are the essential building blocks of a [winning organization](#).

Finally, values are different from mission, vision, and purpose. These three elements work together as the basis for a company origin story that answers the questions, “What do we do and why do we exist?” A mission statement describes the enduring effort to make a difference in the world in a certain way for a specific population. The purpose describes a meaningful problem to be solved, and a vision describes an idealized state of the world at a future point in time.

## Personal Values Discovery

Use this worksheet to explore and prioritize your personal work values.

- Part 1: Rate value statements that matter to you most.
- Part 2: Identify your value priorities.
- Part 3: Reflect on adjustments to align values with your workplace and career.

### Part 1: Values Clarification

How important is each of the following statements in your ideal work environment?  
(Rate from 1 to 5: 1 = Not Important; 5 = Extremely Important)

Values Clarification Statements	1	2	3	4	5	V
Having a clear structure and goals helps me perform at my best.						S
I actively seek creative solutions to problems rather than following established patterns.						N
I am driven to be the best in every aspect of my work.						A
Credibility requires meeting expectations and delivering on expectations.						I
I prioritize emotional well-being and human connection over work success.						P
Winning gives me a strong sense of validation and purpose.						A
I enjoy work situations where navigating ambiguity is a daily expectation.						N
I feel most satisfied when I have perfected a skill or developed deep knowledge in a specific area.						Q
I judge my success on personal accomplishments rather than external recognition.						O
It is essential to align my actions with my personal values, even when faced with moral conflicts.						I
I prefer consistency and predictability over ambiguity and change.						S
I prefer consistency and rigor over spontaneity and freedom.						Q
I prefer environments that reward performance more than contribution.						O

Values Clarification Statements	1	2	3	4	5	V
I prefer fast-paced, high-pressure environments over routine tasks.						A
I prioritize efficiency and productivity over process and tradition.						O
I prioritize full transparency, even when it leads to difficult conversations.						I
I strive to make people around me feel valued and supported.						P
I enjoy challenging traditions and experimenting with new ideas.						N
I thrive in well defined processes with clear and consistent expectations.						S
I value doing things carefully and correctly over speed or efficiency.						Q
Important decisions depend on gathering all the necessary information.						S
I will always choose to meet a high standard, even if it causes delays						I
Paying attention to small details is important to me in both personal and professional work.						Q
I thrive in situations where I work closely with others on a common goal.						P
Setting measurable goals and achieving tangible results motivates me.						O
Taking risks and being open to uncertainty are essential to my personal and professional growth.						N
Treating others with empathy and understanding is core to my personality.						P
I enjoy competing with others and pushing myself to perform better.						A

## Part 2: Identifying Your Core Values

*Calculate a summary score for each of the core values in the table below using the V column as the key. There are four statements for each core value so each summary score should value between 4 and 20.*

<b>Key Letter</b>	<b>Core Value</b>	<b>Summary Score</b>
A	Achievement	
P	People	
I	Integrity	
N	Innovation	
O	Outcomes	
Q	Quality	

## Part 3: Workplace Alignment & Reflection

It is natural and admirable to aspire to all positive values, but discerning the drivers or your comfort and satisfaction involves comparing, contrasting, and reflecting on the ones that give you energy and motivate your best performance. Being ruthless in your prioritization and selection of a very small set will help you craft better work experiences.

*Review your summary scores, the individual statements and core values definitions earlier in this worksheet. Nothing is set in stone, these are ingredients you can use to make a personal values statement. Consider these questions as you go:*

- *What thoughts do you have after seeing your summary scores?*
- *Is there a clear top value? Was anything surprising?*
- *Rank them by summary score from high to low.*
- *Does this ranking resonate with your professional identity?*
- *Have you had values alignment or conflicts in past work experiences?*
- *Are there examples of values conflicts in your current workplace?*

## Part 4: Your Personal Values Statement

A personal value statement concisely expresses your core beliefs and principles, helping clarify what motivates you and signals to others what to expect from you. While a statement is focused on 2 or 3 top values, it does not mean you don't care about other values or won't support them. The purpose of clarity and focus in your statement is to align your actions and intentions giving you more energy and impact.

Some examples to get you started:

*"I value honesty, integrity, and delivering on my words. I strive to be reliable, hold myself accountable, and deliver impeccable results. I believe rigorous quality is the foundation of great businesses."*

*"My core values revolve around service, empathy, and making a positive impact. I dedicate myself to uplifting others through kindness, active listening, and support. I believe that success is defined by the lives I positively influence rather than personal achievements. By investing in others our success is insured."*

*"I am committed to perseverance, accountability, and delivering results. I embrace challenges as opportunities to grow and push beyond my limits. My guiding principle is to approach every situation with determination and the ideal to never give up"*

Drafting a personal values statement is an iterative process. Capture some ideas in your Learning Journal, discuss with close colleagues and friends, and try different versions until you feel comfortable using it in an introductory statement about yourself. It shouldn't feel pretentious, boastful, or ambitious to you. It should feel comfortable, natural, and flow in words you would use in normal conversations.

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