

Getting To The Next Level®

A Blueprint for Taking You and Your Business to the Top

Values Worksheet

Tools & Methods for Defining Your Business

**Brought to you by:
Manuel Palachuk International**

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Values

Nothing becomes more transparent than your stated shared Values as an organization. You may firmly believe that you are living up to them, but if the perception from the outside world is that you are in fact not, it's very hard to defend. After all, we are who we are every day, as an individual and as an organization. If you demonstrate significantly different values than what you publicize, people will call you on it. Ask Walmart—They have been running for years from the persona that they are just a big boxmart trying to make huge profits while exploiting their employees, a reality that is in stark contrast to the founder's stated vision and values. And they have embarked on multi-million-dollar campaigns to fix this persona. I have a bit more to say on this subject, but I will save it for the closing of this segment.

You may have heard of the tool known as the McKinsey 7S Framework, developed by Tom Peters and Robert Waterman and discussed in their book *In Search of Excellence*. One of the key conclusions they came to in their search for excellence and discussed in the book was that, "Every excellent company we studied is clear on what it stands for, and takes the process of value shaping seriously. In fact, we wonder whether it is possible to be an excellent company without clarity on values and without having the right sort of values." Peters and Robert Waterman's conclusion is engrained in their 7S model. At the center of that model is the Shared Value of the organization which everything else around it must be in balance with. I believe they drive it home best with their qualifying statement that how strongly the people in the organization believe in and faithfully carry out the basic precepts transcends the success realized through effective leverage of technology, economic resources, organization structure, innovation, or even timing.

Defining your values is not easy and, in my opinion, it's actually harder than coming up with a Vision statement. To get started, you should look closely at your Vision and Mission statements and consider what passion they elicit in you. What values do you hold at your personal core? What values would you like to ensure are built into the organization? Get help from your mastermind group or your circle of council. And don't be afraid to try some values on and see how they fit. Remember, you are free to change your Vision, Mission, and Values as you see appropriate as a fledgling company. You do want to settle in to fixed ideals at some point, but no one expects you to nail it on the first try. In fact, some organizations sit down with the kick-off team and formulate the values based on those core people and the intended vision.

Whatever values you pick, they must be sustainable in that the people in the organization can actually affect them directly with their day-to-day actions and work product. I would highly recommend not using short, one-word values that somehow put people directly on the spot for the organization. Putting values like honesty and ethics up front can really be hard for the average worker to feel they have any control over considering the behemoth organization they stand behind. It's not that these are not valid or admirable values, but the average worker is going to feel heavily pressured if they are expected to be the custodians of the organization's honesty and ethics. It's quite another, more realistic thing to ask them to be custodians of quality work or care for the environment. Let's look at IKEA first and then look at the Values statement for our example company, The Goober Group.

Example of IKEA's Shared Values from their website:

IKEA Corporation

- Humbleness and willpower – Our managers try to set a good example, and expect the same of IKEA co-workers.
- Leadership by example – Our managers try to set a good example, and expect the same of IKEA co-workers.
- Daring to be different – We question old solutions and, if we have a better idea, we are willing to change.
- Togetherness and enthusiasm – Together, we have the power to solve seemingly unsolvable problems. We do it all the time.
- Cost-consciousness – Low prices are impossible without low costs, so we proudly achieve good results with small resources.
- Constant desire for renewal – Change is good. We know that adapting to customer demands with innovative solutions saves money and contributes to a better everyday life at home.
- Accept and delegate responsibility – We promote co-workers with potential and stimulate them to surpass their expectations. Sure, people make mistakes. But they learn from them!

The Goober Group (our example company)

See Figure 1 and Figure 2 below for the narrative version and the starburst version of the Values statement, respectively.



Figure 1. Values Statement

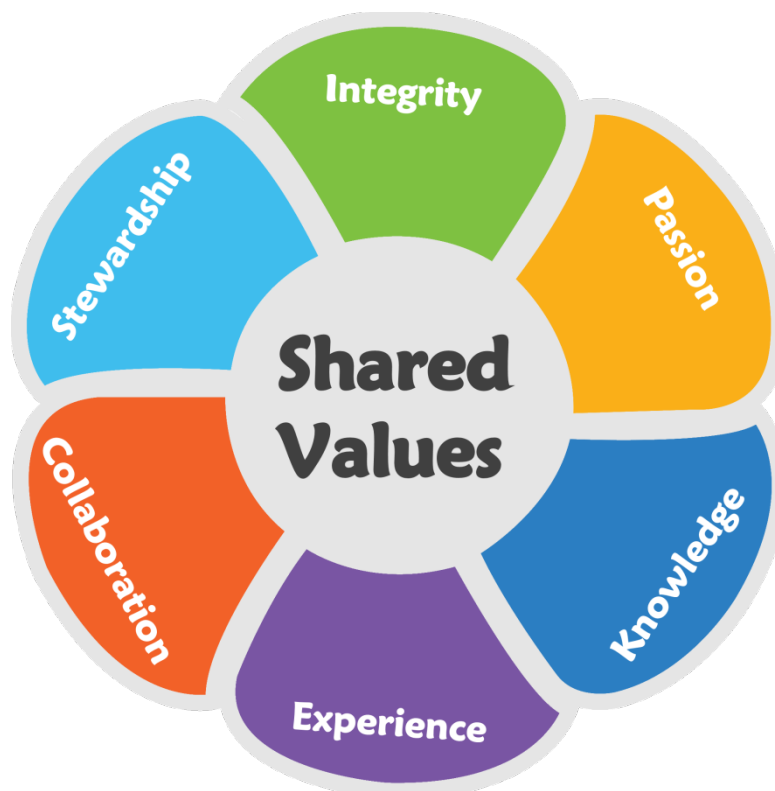


Figure 2. Values Statement Starburst

I would like to point out how easy it was for me to find IKEA's Vision, Mission, and Values. In my research for this book, I thought of many of the great statements I have heard over the years from companies like Microsoft, Apple, Nike, and so on. But actually finding the complete and concise Vision, Mission, and Values statements for any of them is not as easy as it was for IKEA. I believe IKEA holds these elements of their business identity to be extremely important, not only to the company itself but to anyone who looks at them, because they made certain it was easy to find these statements in the most prominent place they could. When you go to look for any organization's Vision, Mission, and Values statements, how easy are they to find? How important is it to that organization to share them with you?

I would also like to highlight one of the Values called out by our example company, The Goober Group:

Stewardship – We care about things beyond our arm's reach—the community, the environment, the world.

This represents a common thread in many organizations to realize that there are cultural requirements for us all to be concerned about, more than just ourselves. This example Value is drawn directly from the book *Focus: The Hidden Driver of Excellence*. In the book, author and psychologist Daniel Goleman talks about how leaders should have three important focuses that, when woven together, properly become a hidden driver of excellence.

Goleman points out these three focuses:

- Inner focus: The Culture and Climate in the company.
- Other Focus: Competitive landscape we are in.
- Outer Focus: The larger realities that shape the environment the outfit operates in.

Just as with the Mission statement formulation, be certain that the Values you call out here can actually be aligned with the Mission and Vision statements. If they cannot, you are not only off course, but you will also find coupling the Culture of the organization with the Compass to be exceptionally hard. If the people you bring on cannot make the connection, you lose significant power of clarity.

On the following pages, you'll find lists of Values to help you cultivate your organization's own personal core Values.



Physical Values

Cleanliness

Orderliness

- Maximum Utilization of Resources
- Punctuality
- Timeliness

Regularity

Reliability

- Responsiveness
- Accuracy
- Speed of Operations

Simplicity, Ease of Use

- Hard Work, Maximum Effort
- Safety

Organizational Values

Systemization

- Standardization
- Communications
- Cooperation (Teamwork)

Coordination

- Integration

Discipline

- Accountability

Efficiency

- Technology-Driven

Psychological Values

Quality (of Products and Services)

Excellence

- Perfection in Work

Customer Delight

Continuous Improvement

Innovation

- Entrepreneurial Spirit

Creativity

Develop People

Attention

Respect for the Individual

Freedom for Initiative of Employees

- Tolerance, Open-Mindedness
- Decisiveness
- (A Will To) Succeed

Integrity (Honesty, Truthfulness, Sincerity, Openness)

Truth

Resourcefulness

Self-Reliance, Entrepreneurship

- Responsibility; Taking (not blaming)
- Solving Problems of Society

Aspirations, Emerging Needs of Society

- Service to Society

Goodness (Doing Good)

Family Feeling

- Loyalty

Trust

Harmony

Quiet, Calm, Peaceful Atmosphere

Common Personal Values (alphabetical)

Accomplishment, Success

Accountability

Accuracy

Adventure

All for one & one for all

Beauty

Calm, quietude, peace

Challenge

Change

Charity

Cleanliness, orderliness

Collaboration

Commitment

Communication

Community

Competence

Competition

Concern for others

Connection

Content over form

Continuous improvement

Cooperation

Coordination

Creativity

Customer satisfaction

Decisiveness

Delight of being, joy

Democracy

Determination

Discipline

Discovery

Diversity

Dynamism
Ease of use
Efficiency
Enjoyment
Equality
Excellence
Fairness
Faith
Faithfulness
Family
Family feeling
Flair
Freedom, Liberty
Friendship
Fun
Generosity
Gentleness
Global view
Goodwill
Goodness
Gratitude
Hard work
Happiness
Harmony
Health
Honor
Human-centered
Improvement
Independence
Individuality
Inner peace, calm, quietude
Innovation
Integrity
Intelligence
Intensity
Justice
Kindness
Knowledge
Leadership
Love, Romance
Loyalty
Maximum utilization (of time,
resources)
Meaning
Merit
Money
Oneness
Openness

Other's point of view, inputs
Patriotism
Peace, Non-violence
Perfection
Personal growth
Perseverance
Pleasure
Power
Practicality
Preservation
Privacy
Progress
Prosperity, Wealth
Punctuality
Quality of work
Regularity
Reliability
Resourcefulness
Respect for others
Responsiveness
Results-oriented
Rule of law
Safety
Satisfying others
Security
Self-givingness
Self-reliance
Self-thinking
Sensitivity
Service (to others, society)
Simplicity
Skill
Solving problems
Speed
Spirit, Spirituality in life
Stability
Standardization
Status
Strength
Succeed; A will to-
Success, Achievement
Systemization
Teamwork
Timeliness
Tolerance
Tradition
Tranquility
Trust

Truth
Unity
Variety

Well-being
Wisdom

List of Values of Society (alphabetical)

Accomplishment
Accountability
Accuracy
Act on things
Adventure
All for one, one for all
Athletics/Sports, Competitive
Attitude, Right
Authority
Behavior, Proper-
Beauty (of environment, art, people,
etc.)
Benefits to all
Calm, Quietude
Celebrity-worship
Challenge
Change
Charity
Chastity, Purity
Children, Nurturing of
Civic duty
Civic pride
Civil rights
Cleanliness, Orderliness
Collaboration
Collective, Needs of the
Commitment
Common purpose
Communication
Community
Compassion
Competence
Competition, Competitiveness
Concern for others
Conformity
Consensus
Consumer rights
Content over form
Continuity (from past)
Continuous improvement
Cooperation
Coordination, Integration

Courage
Courtesy
Creativity
Culture (art, etc.)
Decisiveness
Democracy (representative
government)
Determination
Diplomacy (over confrontation)
Direction, Purposefulness
Discipline
Discovery
Diversity
Duty
Education (Right to, need of, value
in)
Efficiency
Empowerment of individual
Entertainment
Environmental, Concern for
Equal opportunity
Equality
Essential services, Right to
Excellence
Factual
Faith
Fairness
Family
Family values - Honor parents,
Nurture children, etc.
Fate
Fitness
Flair
Flexibility
Force
Fraternity
Freedom
Free will
Friendliness
Friendship
Fun
Generosity

Genius
Global view
Goodness
Government power
Gratitude
Grievances, Right to express
Happiness, Pursuit of
Hard work
Harmony, Unity, Oneness
Health & well-being
Helpfulness
Hero-worship
Heroism
Honesty, Truthfulness
Honor
Hospitality
Human rights
Individuality
Inner directedness
Informed, Being-
Innovation
Integration of people types
Intelligence
Integrity
Justice
Knowledge
Leadership
Learning
Loyalty
Lifestyle, a certain
Love (Romance, other forms of)
Majority rule
Mannered, Well-
Maximum utilization (of time,
resources)
Meaning
Merit
Minority rights
Money, Wealth
Nation's status (in World)
Neighborliness
Nutrition
Openness, Open-mindedness
Orderliness
Organization, Systemization
Outer directedness
Participation (e.g. in democracy,
decisions)

Patriotism, Country
Peace, Non-Violence
Perfection
Perseverance ("never give up")
Personal growth (human potential)
Philosophy, A certain
Pioneer individual
Pleasure
Popular will (deferring to)
Power
Practicality
Preservation
Privacy
Progress, Improvement
Prosperity
Protection (of law, etc.)
Public access
Punctuality
Quality (of work, service etc.)
Rationality
Reason
Regularity
Regulation & control
Religious life
Resourcefulness
Respect for others (individuals,
cultures, races)
Respect for the individual
Respect for elders
Responsibility, Taking-
Responsiveness
Results-oriented
Right to bear arms
Ritual
Romance of life
Rule of, Respect for law
Rule of law, Legality
Sacrifice
Safety
Safety net (for elderly, unemployed,
etc.)
Security
Self-givingness
Self-improvement
Self-reliance
Self-respect, Self-worth
Seriousness
Service (to others, society)

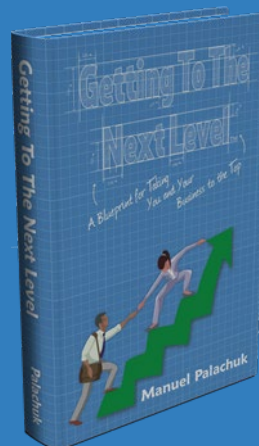
Simplicity
Sincerity
Skill
Solitude
Speed
Spirituality, Spirit
Stability
Status (individual, social, collective,
nation's, etc.)
Standardization
Strength (physical, psychological,
power, force)
Subtlety (beyond the seen)
Succeed: A Will to-
Success, Achievement

Teamwork
Thinking, Thought
Timeliness
Tolerance
Tradition
Tranquility
Truth, Seeking the underlying-
Trust
Valuing values
Variety
Wealth
Wisdom
Women's rights
World unity

NOTES



When it comes to developing your business strategy, there's nothing less than your entire business at risk. **Reach out to me** if you need help getting to the next level.



Want to learn more about developing business strategy?

Check out my book, **Getting To The Next Level.**

About the Author

Meet Manuel Palachuk



Manuel is the coach that will take you to the gym, not just send you there. He is the author of the book *Getting To The Next Level: A Blueprint For Taking You And Your Business To The Top*. He has over 30 years of business, management, and training experience in the computer and electronics industries.

Manuel has owned several successful businesses, managed several successful IT and MSP service companies, and coached or mentored many more around the world. He is a thought leader on Agile as applied to Business Strategy and Service Delivery processes.

Manuel is also a well-known author, speaker, and trainer on these subjects at industry conferences and in the IT consulting community for Small and Medium-sized Businesses. He holds degrees in Electrical Engineering Technology and Automated Manufacturing Technology.