

BUILDING A CULTURE OF HIGH-PERFORMANCE



PARTICIPANT GUIDE



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Why Organizations Need Core Values

1. They provide _____
2. They create _____
3. They increase _____



The Uncomfortable Facts

While _____% of companies have a defined set of core values, a recent study showed that only 1 in _____ HR managers believed 60% of their employees could name those core values and less than 1 in _____ said 80% of their organization's employees could name them.

This means employees are not operating with core values in mind. Why does this matter?



Organizational Values

Identifying organizational core values is, in some ways, easier, as they are often identified by leadership. Sometimes, an organization's true values are unspoken, making them more difficult to identify. Asking similar questions to those that helped you identify your personal core values will help you recognize the core values of your organization.

<p>What do we do really well as an organization?</p>	
<p>What types of employee and leadership behavior are rewarded?</p>	
<p>What is more important than money?</p>	
<p>What are the unwritten rules?</p>	

What clues do the answers to these questions give you about the organization's core values? Do they align with the stated values?



The Cost of Misaligned Values

List the tangible and intangible costs when an organization's actions do not align with its core values.

- 1.
- 2.
- 3.
- 4.

Identify examples of well-known brands whose core values did not reflect their operational practices. What was the result?



Building Culture from Core Values

Review your organization’s core values. List ways in which you see each core value can be seen in the daily practices, policies, behaviors, and decisions (the culture!) of the company.


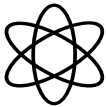


Core Value	Evidence in our Culture

Reflection Questions

1. Is there a discrepancy between any of our company’s core values and our company culture?
2. What habits and behaviors reinforce this misalignment?
3. What are two ways in which you will work intentionally this month to create a positive culture in your organization?

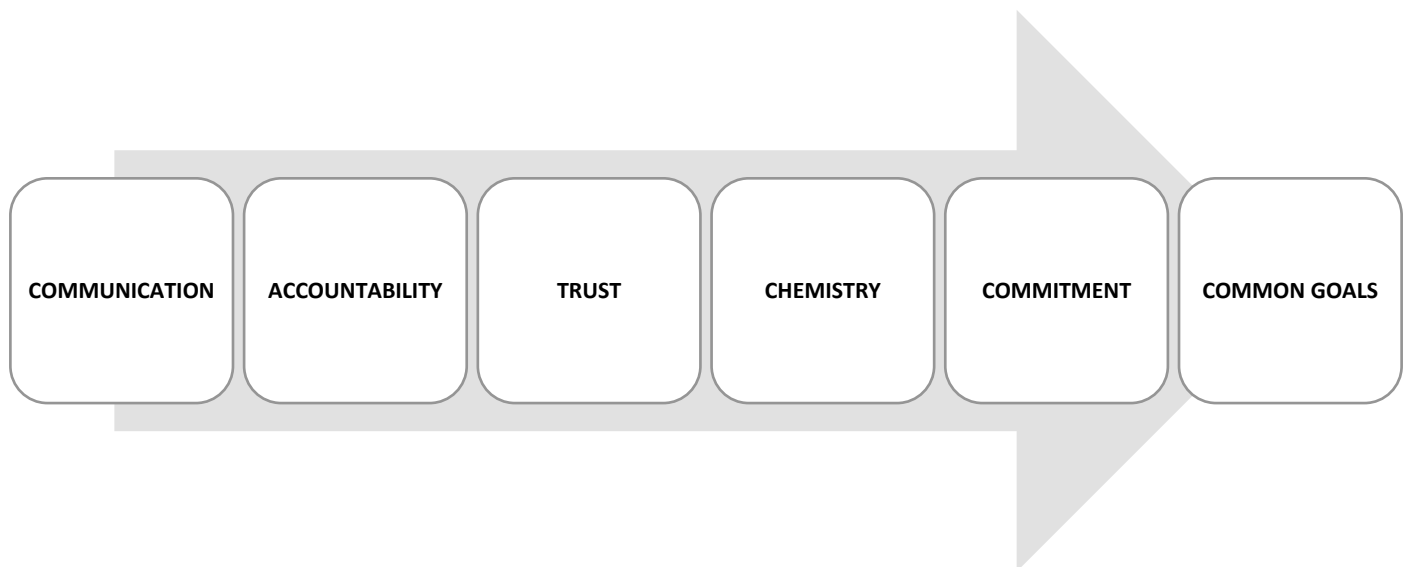
Six Traits of High-Performing Teams

As each of the traits is described, note what this trait looks like on high-performing teams. Then, think about how your team is currently performing in each of these areas. Provide an example in column three that supports your conclusion.

Trait	Description	Performance
Communication 		
Accountability 		
Trust 		
Chemistry 		
Commitment 		
Common Goals 		

Our Results

Record the scores that you and your colleagues gave your organization for each of the six traits of high-performing teams. In the space below, record your thoughts in response to the assessment results. Are there any surprises? Do you agree with the results? Why or why not?



Notes:



Reflection Questions

Building a stronger team requires change at the organizational, team, and individual level. From your personal reflection and group discussion, identify two commitments that you will commit to supporting at each of these levels to support your team's development.

As an organization, we need to:

- 1.
- 2.

As a team, we need to:

- 1.
- 2.

I personally need to:

- 1.
- 2.

What steps will you take to begin supporting these changes immediately?

"We cannot become what we want to be by remaining what we are."

Max Dupree



Additional notes:
