Introduction

The core values of an organization are those values we hold which form the foundation on which we perform work and conduct ourselves. We have an entire universe of values, but some of them are so primary, so important to us that through out the changes in society, government, politics, and technology they are STILL the core values we will abide by. In an ever-changing world, core values are constant. Core values are not descriptions of the work we do or the strategies we employ to accomplish our mission. The values underlie our work, how interact with each other, and which strategies we employ to fulfill our mission. The core values 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.

Core Values

- Govern personal relationships
- Guide business processes
- Clarify who we are
- Articulate what we stand for
- Help explain why we do business the way we do
- Guide us on how to teach
- Inform us on how to reward
- Guide us in making decisions
- Underpin the whole organization
- Require no external justification
- Essential tenets

Core Values are Not

- Operating practices
- Business strategies
- Cultural norms
- Competencies
- Changed in response to market/ administration changes
- Used individually

Example: U.S. Army

1. Courage – Face fear, danger or adversity.
2. Duty – Fulfill your obligations.
3. Honor – Live up to all Army values.
4. Integrity – Do what's right, legally and morally.
5. Loyalty – Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other soldiers.
6. Respect – Treat people as they should be treated.
7. Service – Put the welfare of the nation, the Army, and your subordinates before your own.

Reasons for Using Core Values

- Core values can set a foundation for the organization's culture.
- Core values can improve morale and can be a rich source of individual and organizational pride.
- Core values can align a large group of people around specific, idealized behaviors.
- Core values can guide difficult decisions by determining priorities in advance.
- Core values can help positively influence how employees interact with one another.
- Core values can help you attract, hire, and retain the right type of employees.
- Core values can help you assess performance (both individually and organizationally).
- Core values can help prevent conflict and mitigate conflicts that do arise.
- Core values can help you improve innovation.
- Core values can help differentiate your brand in the minds of your customers and partners.
- Core values can impact how the organization serves its customers.
- Core values can help you attract the right breed of customers.