

## Corporate values

Values are drivers. Personal values are the features within us that drive us to think and behave in specific ways, sometimes in unusual ways that may cause concern in others.

Discovering the true values that drive us is challenging. Most people subscribe to virtuous values, but when challenged can often be exposed to aspiring to the values rather than living and being driven by them.

An exercise to identify personal values is to select from the list below 12 values that align themselves most closely to the values you think drive you. You may add any values that are not on the list. Once the 12 values have been selected, try to get the number down to 6 values, and on the third attempt down to three, in order of significance to yourself.

1. <b>Knowledge:</b> To pursue and learn about new things and ideas; to search for truth, or information; to be known by others as an intelligent person and to feel intelligent.	
2. <b>Wisdom:</b> To understand and frame for myself a meaning of life, perceiving experience from a broad frame of reference.	
3. <b>Power:</b> To lead and direct others, to influence or control others, that is to get them to do what I want them to do.	
4. <b>Aesthetic Pleasure:</b> To enjoy and respect the things from which I derive pleasure-art, nature, work people.	
5. <b>Ethical standards:</b> To believe in and maintain a code of ethics, a sense of right and wrong; to be moral; to conform to the standards of society, my family or spouse, my profession, and my personal beliefs.	
6. <b>Independence:</b> To achieve my own goals in the manner best suited to me to have freedom to come and go as I wish; to be myself at all times, to control my own actions.	
7. <b>Accomplishment:</b> To achieve my personal objectives with a sense that I've done something as well as, if not better than, someone else would have; to experience self-satisfaction when I rise to a challenge, accomplish a task or a job, or solve a problem.	
8. <b>Recognition:</b> To receive attention, notice, approval, or respect from others, enjoying their camaraderie; to join groups for companionship; to look forward to and enjoy social relations.	
9. <b>Courage</b> – To be entrepreneurial and thus take risks, reach beyond boundaries, and experiment.	

<p><b>10. Responsibility:</b> To be held accountable to others or to organisations to which I belong for a job or task, to process something and care for it.</p>	
<p><b>11. Creativity:</b> To be free to and have the ability and desire to develop new ideas, solutions to problems, improvements in products or procedures, or designs of things or plans; to be mentally challenged; to be first to innovate or create.</p>	
<p><b>12. Security:</b> To possess the basic wherewithal for living; to feel safe; to have self-confidence; to have job security and continuity of income.</p>	
<p><b>13. Dedication:</b> To be loyal to a company or to a supervisor, my family, social and political groups, and others, to give devotion, commitment, or friendship to others.</p>	
<p><b>14. Justice and parity:</b> To receive rewards and recognition for my contributions and achievements in proportion to my efforts and comparable to those received by other people.</p>	
<p><b>15. Growth:</b> To advance, to expand my life through the improvement of my status at work or in the community; to increase my work-and non work-related knowledge or skill; to find fulfilment in the groups in which I work and live; to mature personally and professionally.</p>	
<p><b>16. Integrity:</b> To be consistently open, honest, ethical and genuine</p>	
<p><b>17. Religiousness:</b> To believe in a supreme being; to relate my belief to other people and let it guide my actions; to lead others in line with the teachings of my faith.</p>	
<p><b>18. Love:</b> To experience warmth, feelings of affection, a sense of caring, enthusiasm for, attachment to, devotion to, and interest in something or in another person, especially someone to whom I can make a commitment.</p>	
<p><b>19. Challenge:</b> To feel good about what I do, its degree of difficulty, and the complexity or demands on my creativity; to have opportunities to apply my knowledge and skills effectively and easily.</p>	
<p><b>20. Faith:</b> To have self-confidence and to believe in my abilities and skills, in the goodness and value of life, and in the goals and objectives of my company or social organisations; to feel secure in the availability of help from others and to recognise help received.</p>	
<p><b>21. Passion</b> – To use my drive and commitment to energize, engage and inspire others.</p>	
<p><b>22. Health (physical/mental):</b> To feel energetic and free of physical pain from injury, disease, or infection; to feel free from worry and anxiety and of emotional blocks to success in all aspects of</p>	

my life; to have peace of mind.	
<b>23. Money:</b> To have sufficient income or other assets to use as I wish, to be materially comfortable or well off.	
<b>24. Good time/pleasure:</b> To have fun, to enjoy myself; to do things I like to do rather than only things I have to do.	
<b>25. Being loved:</b> To experience warmth, feelings of affection, and a sense of caring from other people, especially from someone from whom I can expect a commitment.	
<b>26. Helpfulness:</b> To provide assistance, support, empathy, or protection to others; to be open responsive, and generous.	
<b>27. Friendship:</b> To have many friends, to work with others enjoying their camaraderie; to join groups for companionship; to look forward to and enjoy social relations.	
<b>28. Self-Esteem:</b> To be someone of value in my own eyes and in the eyes of others; to be accepted as a person rather than as a non-entity or as a means to an end; to feel useful and wanted by other people; to be a leader; to be appreciated by others.	

Now, try another exercise to confirm whether or not the three you have selected are your core values.

Imagine your 80<sup>th</sup> birthday party. At the party your guests line up to whisper in your ear something they want you to know about how they feel about yourself. What is it that each guest is whispering, and what category of guest are they –relative, friend, lover, acquaintance, stranger.

Is what they're whispering the kind of thing that drives you, or the kind of thing you would like people to know you by? If they are the kind of thing that drives you, do they align with the results of the first exercise? If not, which are the values that actually drive you?

## Corporate values

Corporate values should be closely aligned to personal values, for the workforce to be driven to deliver corporate values.

Corporate values will, clearly, be a variation on personal values and expressed in corporate speak, but they will resonate effectively with the workforce.

An example is the Johnson and Johnson Credo that places other people first and money last.

Once corporate values have been identified, they need to come alive and be used in decision making on a regular basis.

This is achieved by using the core values as agenda items on regular manager meetings, and Board meeting, to ensure that the values are applied in practice, and are being used as the essence of the organisation.

The Johnson and Johnson Credo is (apologies for poor quality):

# Our Credo

We believe our first responsibility is to the doctors, nurses and patients,  
to mothers and fathers and all others who use our products and services.  
In meeting their needs everything we do must be of high quality.

We must constantly strive to reduce our costs  
in order to maintain reasonable prices.

Customers' orders must be serviced promptly and accurately.

Our suppliers and distributors must have an opportunity  
to make a fair profit.

We are responsible to our employees,  
the men and women who work with us throughout the world.  
Everyone must be considered as an individual.

We must respect their dignity and recognize their merit.

They must have a sense of security in their jobs.

Compensation must be fair and adequate,  
and working conditions clean, orderly and safe.

We must be mindful of ways to help our employees fulfill  
their family responsibilities.

Employees must feel free to make suggestions and complaints.  
There must be equal opportunity for employment, development  
and advancement for those qualified.

We must provide competent management,  
and their actions must be just and ethical.

We are responsible to the communities in which we live and work  
and to the world community as well.

We must be good citizens — support good works and charities  
and bear our fair share of taxes.

We must encourage civic improvements and better health and education.

We must maintain in good order  
the property we are privileged to use,  
protecting the environment and natural resources.

Our final responsibility is to our stockholders.

Business must make a sound profit.

We must experiment with new ideas.

Research must be carried on, innovative programs developed  
and mistakes paid for.

New equipment must be purchased, new facilities provided  
and new products launched.

Reserves must be created to provide for adverse times.

When we operate according to these principles,  
the stockholders should realize a fair return.

*Johnson & Johnson*