

Values In Action





- A values-based organization (VBO) is a living, breathing culture of shared core values among all employees. This is different from the traditional structure which is a more machine-like, business approach that focuses on an authoritarian type relationship or rigid organizational structure.
- A values-based organization is a culture shaped by a clear set of ground rules establishing a foundation and guiding principles for decision-making, actions and a sense of community. In a values-driven culture, employees find alignment between their personal values and the organization's values creating a unified and motivated workforce.
- Management and leadership set examples for their organizations and live the values they preach. Strongly held value-systems rarely change yet remain flexible to handle changes in strategy or outside influences such as competition or the economy.
- A strongly held values-based culture or purpose will remain more stable over time characterized by productivity and employee commitment.

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- Motivate Commitment. Values can help employees find meaning and purpose in their work, care about what their company is doing, and link their individual efforts to those of the entire company.
- Align Action. With employees having to make many complex decisions, values offer a set of guiding principles. If they apply values wisely, they know that they can take action, and do not fear the consequences.
- Enhance Products and Services. The values of the company can point to less visible aspects of what the company does that are respected and add to the company's standing and integrity.
- Transcend Individual Conflicts. Values provide a language and way of understanding individual differences. They also help open the door for nonjudgmental acceptance of different ways of doing things. Values are powerful motivators. They represent an organizing principle for people's lives, as well as for organizations.



Google's company core values are more of a vision statement, called [Ten things we know to be true](#):

- Focus on the user and all else will follow.
- It's best to do one thing really, really well.
- Fast is better than slow.
- Democracy on the web works.
- You don't need to be at your desk to need an answer.
- You can make money without doing evil.
- There's always more information out there.
- The need for information crosses all borders.
- You can be serious without a suit.
- Great just isn't good enough.



Online retailer Amazon, master of diversification and disruption, is guided by four company core values:

- Customer obsession rather than competitor focus
- Passion for invention
- Commitment to operational excellence
- Long-term thinking



Experience management company Qualtrics, providing continual technology releases, has core values that are neatly summed up in the catchy acronym, TACOS:

- **T – Transparency:** building a culture where the default is to share with one another.
- **A – All in:** 'We bet on Qualtrics and Qualtrics bets on us. 94% of Qualtrics employees say they agree with the statement that they're willing to put in effort beyond what is expected of them.'
- **C – Customer Obsessed:** 'If a customer is upset, we failed. Period. We learn, and we fix it.'
- **O – One Team:** There is only one team at Qualtrics. 82% of employees said that Qualtrics is positively inclusive
- **S – Scrappy:** Qualtrics is smart, resourceful, and finds a way, achieving goals with what is available to us.

TRADER JOE'S

The no-nonsense US grocery store chain boasts seven straightforward core values, one of which is 'Kaizen' - a Japanese word meaning 'continuous self improvement':

- Integrity
- Product-driven company
- Wow customer service
- No bureaucracy
- Kaizen
- The store is the brand
- We're a national chain of neighborhood grocery stores



Slack, the messaging app for business that connects people to the information that they need, has six company core values - with emojis to emphasize their up-to-the-minute credentials. Slack builds a platform it really believes in, knowing there is real value in helping people to simplify whatever it is that they do and bring more of themselves to their work, wherever they are:



-  **Empathy**
-  **Courtesy**
-  **Thriving**
-  **Craftsmanship**
-  **Playfulness**
-  **Solidarity**