Values Arrangement List for Organizations

Individual Feedback Report for:
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VAL for Organization: Golden LLC

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The VALOR Individual Feedback Report is designed to help you and your colleagues share, explore and clarify your organization's value structure. It is a valid, reliable and objective approach to mapping your organization's most important beliefs. The VALOR makes it possible to move beyond the subjective and reactive approach, to a positive, proactive and powerful method for clarifying organizational values. It is a process that will help you achieve your goals and build a strong and lasting culture primed for success.

What are Organizational Values?

Most successful organizations have long recognized the vital importance of core beliefs. The core personal beliefs of a company's founders, its heroes and villains, its present and past leaders, and its active employees, are all sources of a company's values. Sometimes these values are formalized and written, but more often they are disseminated by stories, myths and legends. A value is more than an organizational norm or typical pattern of behavior. The latter are consensual and external; a value is internal and personal. Values are standards of desirability, they are independent of specific conditions, and they are the grounds on which we judge what is an acceptable norm.

A value is more than a belief about something - it is also a desire to see something happen, a standard that shapes actions, attitudes, and evaluations. Taken as a totality, the values and beliefs of an organization determine what matters most, what information will be taken most seriously, what kind of behavior is respected and rewarded. A successful individual is one who intimately knows and actively manages personal and organizational values. You cannot change or improve either yourself or your organization without a sense of what, for you, is unchangeably valuable. One thing is certain; in a conflict between a proposed course of action and the prevailing culture - the culture will win every time.

It is not enough to know which single values are important; you must also know how they fall into a complex system. A value system is not merely a collection of isolated beliefs, but a pragmatic ideology, a hierarchically organized system wherein each value is ordered relative to other values. It is this order that defines an organization's cultural identity. A value system, as a hierarchy of principles, is pragmatic in that it helps people choose between alternatives, resolve conflicts and make decisions. A company's value system can be compared to an architect's plan or blueprint.

Operational and Mission Values

Operational values describe beliefs embodied in the conduct of the daily life of the organization. They answer the question: what kind of behavior does this organization hold most important? Mission values define the purpose and vision of the organization. They answer the question: what is it that your organization stands for as guiding principles? Used effectively Operational values connect short-term goals to the long-term aims represented by Mission values. In this report you will explore how you perceived your organization's Operational and Mission system.

Core Values

Think of the values in each of the lists (Operational and Mission), as falling into one of three additional categories; Core Values, Situational Values and Less Preferred Values. Core Values, generally speaking the top 7 values, represent the most important and immutable beliefs that act together as a guiding set of principles or desired behaviors. Situational Values, the middle 7, may be important from time to time, but this varies from situation to situation and in relationship to the Core values. Less Preferred Values are still valued, but are just not as important to your organization's mission and day-to-day actions.

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Core Organizational Values

The VALOR survey indicates the Core Operational Values you identified for Golden LLC are: Quality, Excellence, Innovation, Integrity, Customer, Achievement, Profitability.

Your ranking also indicates the following Core Mission Values you identified for Golden LLC are: Credibility, Discipline, Communication, Accountability, Knowledge, Dependability, Versatility.

Before you pronounce these Core Values as the final word on the subject, remember two critical points. First, your Core Values above represent only your view; your opinions may not be shared by others. Deeper exploration of values will likely determine that important differences exist depending on many varied factors such as personal views and position in the company of the respondent. On the one hand, it is important to have company-wide consensus on Core Mission values, but on the other hand, you will find that Core Operational Value differences naturally exist in different departments, teams and work groups. Secondly, the survey asked you to rank them "as you see them as important to your organization today." Even if the values you identified as Core were shared by everyone you must also ask the vital question: Are these the values that ought to be most important? So, before you get too far ahead of yourself, explore your organization's Mission and Operational Values at the Core, Situational and Less Preferred level.

Operational Values

Core	Situational	Less Preferred
Quality	Growth	Empowerment
Excellence	Efficiency	Learning
Innovation	Family	Teamwork
Integrity	Control	Harmony
Customer	Leadership	Equality
Achievement	Fun	Community
Profitability	Tradition	Safety

Mission Values

Core	Situational	Less Preferred
Credibility	Drive	Structure
Discipline	Independence	Recognition
Communication	Cooperation	Power
Accountability	Compassion	Diversity
Knowledge	Creativity	Loyalty
Dependability	Risk-Taking	Competition
Versatility	Fairness	Obedience

How VALOR Works

Within the VALOR survey you independently ranked 21 Operational and 21 Mission values in small subsets of 5 values. This approach provides a more reliable and accurate method of prioritizing values. In this method, you ranked each value against each and every other value at least three times. The scoring process measures how consistent you were in determining the rank priorities within and among the sets. There are two kinds of scores, Consistency Scores and Rank Scores. They will help you interpret your results.

Consistency Scores

There are two Consistency Scores, one for the Operational Values and one for the Mission Values and they are interpreted the same way. Consistency Scores range from 0 to 100. The higher your score the more consistent you were in ranking your value priorities. As the graphs below indicate, your Operational Values List Consistency Score is 93% and your Mission Values List Consistency Score is 91.7%.
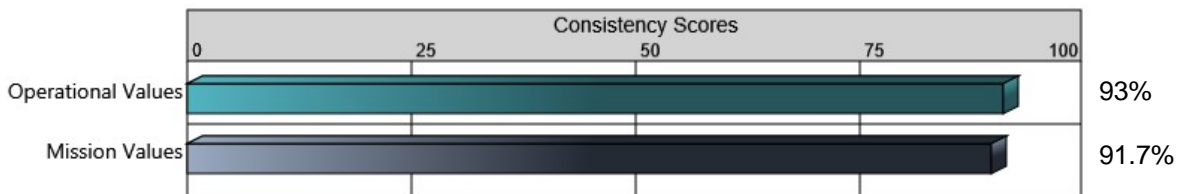
How to Understand Your Consistency Scores:

Score	Description	Meaning
0 - 69	Less Consistent	The list does not reliably represent the organization's value priorities
70 - 79	Somewhat Consistent	The list is a questionable representation of the organization's value priorities
80 - 89	Clearly Consistent	The list is a generally reliable representation of the organization's value priorities
90 - 100	Highly Consistent	The list is a highly reliable representation of the organization's value priorities

Your Operational Values Consistency Scores:

Highly Consistent - Scores in the 90-100 range indicate that your Mission value list is a highly reliable prediction of what you believe the organization's Operational value priorities are. You can explore how these values are actualized in the organization's day to day operations.

Your Mission Values Consistency Scores:

Highly Consistent - Scores in the 90-100 range indicate that your Mission value list is a highly reliable prediction of what you believe the organization's Mission value priorities are. You can explore how these values are actualized in the organization's culture.

Rank Scores

Below is a list of your Operational Values with their associated Rank Scores. Rank Scores are determined by the Operational Values Consistency Score previously reviewed. If you had a Consistency Score of 100, the list below would report perfectly ranked values from 1 to 21. However, Consistency Scores of 100 are very rare. The lower the Consistency Score the more likely you will see numerical ties among value rankings and/or gaps between rankings.

Operational Values can be sub-categorized as either **Ethical** or **Process** focused. Ethical values describe the "rightness" of an action with reference to standards of morality or propriety. They answer the question: What specific kinds of moral conduct and behavior does this organization ascribe to? Process values measure the "rightness" of an action in terms of its effectiveness. They answer the question: What kinds of business activity does this organization value? These subcategories are identified on the hierarchical list below as E for Ethical focus, or P for Process focus.

Operational Values Hierarchy

Rank Score	Value	Survey Definition	Ethical or Process
1	Quality	a commitment to delivering superior goods and services	EP
3	Excellence	aspiring to become the best organization at what we do	EP
4	Innovation	a belief in encouraging change and new approaches	P
4	Integrity	a commitment to the highest moral and ethical standards	P
5	Customer	commitment to meeting customer needs and expectations	EP
6	Achievement	commitment to accomplishing goals and objectives	E
7	Profitability	commitment to maximizing financial returns	P
7	Growth	a desire to increase the size/scope of our organization	P
9	Efficiency	effective in producing with least amount of resources	EP
11	Family	a concern for employees and support of their families	P
12	Control	a commitment to being well run and managed	E
12	Leadership	a belief in the importance of exceptional leadership	E
13	Fun	a belief that the workplace should be fun and enjoyable	E
14	Tradition	belief in the importance of honoring the past	P
15	Empowerment	belief that every member makes valuable contributions	P
15	Learning	commitment to advancing knowledge/skills of workforce	E
15	Teamwork	commitment to getting work done through cooperation	P
18	Harmony	commitment to achieving balance, consensus, goodwill	E
19	Equality	commitment to equal opportunity/unbiased treatment	E
20	Community	commitment to organization's impact on the community	P
21	Safety	a commitment to maintaining a safe work place	P

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Task or Relationship Mission Values

Mission Values can be sub-categorized as **Task** or **Relationship** focused. Relationship values are oriented to, and foster closer involvement with, the stakeholders inside and outside the organization. They answer the question: what kind of social relationships does this organization deem most important? Task values enhance or empower the people, allowing action, efficiency and personal discovery. They answer the question: How does this organization accomplish its mission?

Mission Values Hierarchy

Rank Score	Value	Survey Definition	Task or Relationship
1	Credibility	being trustworthy and believable	R
3	Discipline	highly trained and focused on objectives	R
5	Communication	open interchange of thoughts and opinions	R
5	Accountability	taking responsibility and initiative	T
5	Knowledge	making effective use of information	RT
5	Dependability	can be relied upon to meet deadlines	T
7	Versatility	being able to do many things well	RT
8	Drive	being highly motivated to get the job done	T
9	Independence	freedom from the control of others	T
11	Cooperation	working well with others	T
11	Compassion	caring about the feelings of others	T
11	Creativity	producing imaginative and original work	R
11	Risk-Taking	encouraging experimentation and allowing mistakes	RT
13	Fairness	just and impartial decision making	R
16	Structure	having clearly defined process for getting work done	R
16	Recognition	acknowledging important contributions	T
17	Power	having the means to get things done	RT
18	Diversity	understanding, appreciating and managing diversity	R
18	Loyalty	faithful adherence to our mission	R
20	Competition	striving to win or be the best	RT
21	Obedience	following the rules and regulations	R

Values Clarification

Exploring your VALOR results is just one step in the process of clarifying your values. Another step is exploring how others perceive your organization's values. This is best achieved through discussion and group exercises. The VALOR Composite Report is designed to facilitate these conversations. Both the Individual Feedback and Composite VALOR reports can be used to guide, facilitate and instruct the participants in the conversation process.

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Your VALOR Administrator can be of invaluable help to you as you go through this process. Most important to the process is that you not see the results as written in stone. The VALOR reports are best thought of as learning tools that should be used to inform you and your associates. The ideal outcome is the development of a comprehensive list of Operational and Mission values. If that list is different than those of the VALOR report all the better.

Next Steps

There are many activities that you can work on to bring your organization closer to a shared list of Core values. Shared and aligned values are owned by all, communicated throughout the organization, are capable of being translated into action and ultimately are a source of pride for all members. Activities that lead to a shared vision include:

- Defining your organization's operational and mission values

- Comparing and contrasting how different departments create sub-cultures of their own based on unique operational values.

- A review of written records such as mission and vision statements, policies and procedures and seeking confirmation or contradictions to what is most important.

- Rewriting your mission or vision statement or creating team or departmental credos or slogans that describe your organizational role and contribution.

- Using the VALOR sorting cards to describe ideal organizational values. Compare these to the VALOR Individual and Composite Report lists. Discuss your observations.

- Examining your organization's history, myths and tales for background concerning its value system.

- Exploring hiring practices, training courses and other common aspects of your organization.

- Identifying gaps and misalignments between your organization's Core values and day-to-day actions.

- Upholding your organization's values in every decisive act that you and your associates undertake.