



Values and Guiding Principles



InVision Development International

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B. How Values guide leadership

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A. Impact of Values On a Company

Every company develops a culture, even those who do not choose to intentionally create one. Culture is defined as the way an organization chooses to act. Much like a person, a business takes on a personality. That personality becomes the basis by which others perceive it. It's how that company makes you "feel" when you hear the name. That feeling can be positive, negative or neutral depending on your interaction, the experiences of friends and colleagues, or your lack of knowledge. Those feelings will either attract new customers and repeat business, or those feelings may drive them away.

Think about this:

*"Values are like fingerprints
Nobody's are the same, but you
leave them all over everything
you do!" — Elvis Presley*

List 5 businesses that create a positive feeling for you and why?

Business Name	How it created this feeling	Is this important?

List 5 businesses that create a negative feeling for you and why?

B. How Values Guide Leadership

As a leader, your responsibility is to define the values you wish your business to possess. From there, your goal is to engrain these values as foundational habits of your people.

Exercise: How do your customers feel about your business? Contact at least 5 different customers of various size and value. Ask them two questions: What do they like about doing business with you/your company? and What can you improve that would make the experience exceptional?

Think about this:

“Our character is basically a composite of our habits. Because they are consistent, often unconscious patterns, they constantly, daily, express our character...” — Stephen Covey

1. What do your values say about you?

Add to table columns for: How are these values demonstrated? and Who else knows this?(i.e. employees, posted on web site, customers, vendors/distributors, etc)

Your Values List

Create a list of values. Come up with as many one word statements as you can that relate to your current and desired organizational values. There is no limit to how long this list can be.

<i>Value - You can use other companies as references. They can be personal or business related.</i>	<i>Current or Desired?</i>	<i>Value - You can use other companies as references. They can be personal or business related.</i>	<i>Current or Desired?</i>

2. Will you live up to your values in a difficult time?

Define your Core Values

From the list above, write down the top 10 values that mean the most to you. Write down your definition of these values below.

Value Definition

C. Influence on the customer

The feelings and emotions you have towards a company's brand are a result of the values that organization projects.

You must imply Intrinsic Excellence or Desirability

- By Offering Value to a customer: Quality of anything that renders the Brand Desirable or Useful. This is especially packaged as the implication that the product can improve Spiritual Qualities of mind and character, or Moral Excellence.

Values in business are built around 5 major ideas:

Business Values

Integrity	Team Work	Passion	Client Focus	Quality
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3. 5 Ways to Create Fans

1. The Right Tools - *List the different tools your company uses to create a following.*

2. The Company's Location - *Summarize how location is increasing the potential of your company.*

3. The Company's Advertising Tactics - *List the different ways your company advertises.*

4. The Company's Network - *List the different business networks that your company is a part of.*

5. The Company's Investment - *List 5 major areas where your company invests its money/time*

<i>Investment Area - The investment area can be defined as financial or time (effort).</i>	<i>Ranking (1-5)</i>

4. Gaining referrals

Tools that Generate Referrals

Write down 5 companies which you have been referred to and have come to trust. What referral system did they use to encourage this?

Companies	System
1.	
2.	
3.	
4.	
5.	

5. Reducing price sensitivity

Proposed by Van Westendorp in 1976, the Price Sensitivity Meter (PSM) is a technique to measure consumer price preferences. Asking the right questions is always the key. To make our lives easier, Van Westendorp has done a lot of heavy lifting and figured out the right questions to pose to your audience.

Too expensive - At what price would you consider the product to be so expensive that you would not consider buying it?

Too cheap - At what price would you consider the product to be priced so low that you would feel the quality could not be very good?

Expensive/High Side - At what price would you consider the product starting to get too expensive, not yet out of the question, but some thought would be required before buying it.

Cheap/Good Value - At what price would you consider the product to be a bargain—a great buy for the money?

My Notes:

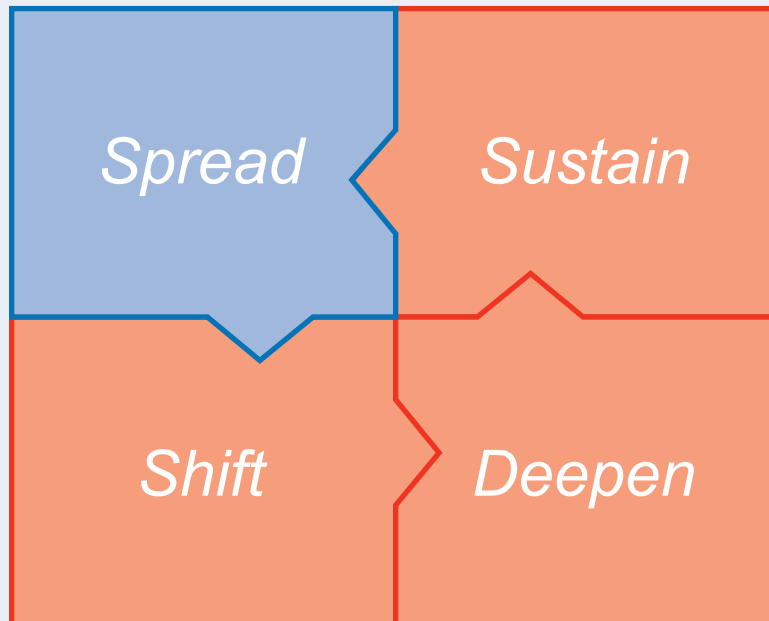
D. Building a Change Environment

Think about this:

“An analysis of the history of technology shows that technological change is exponential, contrary to the common-sense ‘intuitive linear’ view. So we won’t experience 100 years of progress in the 21st century—it will be more like 20,000 years of progress (at today’s rate).” - Ray Kurzweil

1. Top Management Commitment - Dimensions of Change

Through the leadership and commitment of your company’s management you can catalyze and develop positive change.



Spread Value:

Set Direction by spreading change from the top down, setting the mandate and need for change.

Shift Responsibility:

Gain ownership by shifting ownership of the change to the individuals at the source.

Sustain Performance:

Achieve performance by sustaining the change, embedding it into the ecosystem and day-to-day tasks.

Deepen Commitment:

Obtain commitment by deepening underlying cultural principles and change behavioral norms.

2. Beliefs

Leading Values

Choose 5 of your current leading values from the list of values you created above in “B. How Values Guide Leadership”

Think about this: *Which values are absolutely critical for your company to grow? These values are considered the most important and will be closely tied to your own personal values.*

1.

2.

3.

4.

5.

Exhibited Behaviors

Describe the BEHAVIORS exhibited by these values.

Think about this: *How will you and your team know when these values are being expressed? Who are the people that directly influence the POSITIVE behaviors of the value system in your company?*

Value 1.

Behavior

Value 2.

Behavior

Value 3.

Behavior

Value 4.

Behavior

Value 5.

Behavior

Barriers to Growth

Choose 5 current barriers to growth you observe in your organization that have a negative effect on the company's culture and environment.

Think about this: *Which existing barriers require critical attention; removal from your company's daily culture so your company may grow? When is there a misalignment? In other words, when does your company exhibit behavior that goes AGAINST the value set you described above?*

- 1.
- 2.
- 3.
- 4.
- 5.

Exhibited Behaviors

Describe the BEHAVIORS exhibited by these barriers.

Think about this: *How will you and your team know when these values are being expressed? Who are the people that directly influence and display these NEGATIVE behaviors in your company?*

Barrier 1.

Behavior

Barrier 2.

Behavior

Barrier 3.

Behavior

Barrier 4.

Behavior

Barrier 5.

Behavior

4. Work Environment

Encouraging growth and positive change requires leadership; getting maximum productivity from your employees. You have to create a positive work environment for your team. When people feel encouraged, accepted and happy, they become motivated and perform better.

Think about this:

“Happiness is the secret ingredient for successful businesses. If you have a happy company you will be invincible.” — Richard Branson

Positive Work Environments

Describe the ideal Work Environment for you and your employees. Use the key value words listed to construct 11 dynamic affirmations.

Think about this: What changes to your work culture could promote productivity from your employees?

Key Value	Statement
Trust	
Open Communication	
Expectation	
Team Spirit	
Recognition	
Reward	
Responsibility	
Positive Physical Environment	
Encourage Creativity	
Constructive Evaluation	
Passion	

What are the desired outcomes

- Begin creating the person you want to be

One Week Goal

The only requirements are that it must be a stretch goal and require more than a few hours of effort.

Think about this: Maybe there is a task you have been procrastinating. It could be learning or doing something you always wanted to do.

Your One Week Goal

Write down a goal that you can accomplish over the next 7 days. It can be anything. Please ensure it is completed by your next meeting.

Completed by (date):

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Signed by (accountability partner):

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Who is your accountability partner? In other words, who will you work with that will hold you accountable to staying on task with your goal OTHER THAN your mentor?

Keep the idea alive

- Expand your possibilities with your Wish List

Ever wanted to do something so bad you willed it into reality? Humans define themselves by what they want to have, do, or be. Creating a Wish List can help make some of your wants and desires a reality. After all, the process of making anything real begins with writing it down.

Your Personal Vision Bank

Take the time to come up with at least 25 items for your wish list; these are things that are important **TO YOU!**

Think about this:

- *It does not matter how grand or insignificant they may seem to anyone else.*
- *This is your personal map of what you want.*
- *You are only limited by your own creativity and imagination.*
- *Stretch the boundaries of what you think is possible.*

Each week, we will expand on this list. In fact, we recommend you keep a list with your gratitude journal and jot down new ideas when they come to mind.

Wish List	Date

Chapter Summary:

In Chapter Three we have focused on the Values and Guiding Principles for Leadership and the importance of establishing a sustainable Brand for your Organization.

Your Organization's Guiding Principle

Summarize the organization's Guiding Principle in one or two lines.

What you Have Learned

Briefly outline what you have learned regarding guiding principles and leadership.

Building Your Brand

Creating a brand will answers many questions a customer will have about your product and service.

How does your company: *Emphasize on Value? Show its Benefits and not its Features? Care for its Customers? Show that its products are Durable?*

Write down 5 ways you can brand your company to reflect your Guiding Principles

Brand Feature	Why it is important to your company
1.	
2.	
3.	
4.	
5.	

