



## Values-Based Leadership

### Cultivating A Values-Driven Culture

In cultivating a values-driven culture within an organization, it's essential to seamlessly integrate these principles into everyday operations. But what does this entail? It means deliberately framing them within various facets of organizational interaction – from acknowledging achievements and addressing challenges to guiding, coaching, and mentoring team members. It involves infusing these values into the fabric of staff meetings at every echelon of the organization's structure.



### Embracing Recognition: Aligning Achievements with Core Values

In fostering a culture of recognition, it's important to ground acknowledgments in your organization's bedrock—your core values. Whether through formal institutional programs or the more intimate, impactful personal approach, connecting recognition to these values fortifies their meaning. For instance, imagine this scene: "Vanessa, I'd like to take a moment to commend your exceptional work on the ACME report. Despite the meticulous research and data entry demands, your dedication shone through, directly influencing the success of the ABC project. Your unwavering commitment to excellence and teamwork is unmistakable. Thank you." Such recognition not only uplifts individuals but also reinforces the collective dedication to excellence. See how the US Army Core of Engineers Southwestern Division Office in Dallas recognizes its engineers each year based on the US Army core values, L.D.R.S.H.I.P.

**DISCIPLINE** – While recognition remains crucial, it's essential to view discipline not merely as a tool for correction but as a means of enhancing performance. Your organizational core values can seamlessly integrate into disciplinary actions, enriching their impact. Often, supervisors and leaders hesitate to address disciplinary issues, leading to avoidance when necessary. By embedding core values into our disciplinary framework, we can remove the stress of the associated with the process and instead create a more effective and transparent experience. This approach removes personal biases, allowing our values to guide the conversation. For instance, instead of relying solely on the supervisor's judgment, values like respect can steer the discussion. 'Jim, just last week Dave highlighted the importance of respect, one of our core values, in our recent staff meeting. Your interaction with Mary today regarding XYZ lacked the respectful tone we expect. While we encourage constructive disagreements, your approach affected performance and morale. Let's invite Mary to join us in resolving this together...'

**PERFORMANCE REVIEWS** – Annual or semiannual performance reviews present a pivotal opportunity to not only evaluate individual contributions but also to fortify our organizational core values. Beyond performance metrics, these reviews offer a platform to dive into personal core values and foster alignment with our organizational core values. Recognizing that each individual brings a unique set of beliefs and perspectives, we acknowledge the challenge of universalizing core values across diverse backgrounds and roles within our organization. By engaging in discussions around core value alignment, we cultivate individual commitment and underscore the integral connection between each team member and our organizational culture."

**REGULAR AND CONSISTENT ENGAGEMENT** – Research on influence and persuasion by social scientist Robert Cialdini clearly shows how consistency in previous words and deeds can influence future choices and decisions. When organizations actively and openly dialog about organizational core values they remain at the forefront of our minds.

Consider this. If you hold regularly scheduled staff meetings, open it up with no more than a two-minute presentation on just one of your organization's core values. Now don't get preachy on me, keep it casual but from the heart and without discussion - you have a meeting to run.

- 1.) State the core value, (i.e. Pursue Excellence)
- 2.) Share with everyone why this core value is important to you and the success of your team. Pull from other values to help clarify or explain. (i.e. To have excellence we must . . . have tenacity, be proactive, be open-minded, etc.)
- 3.) Share an anecdotal story in support. It can be your own, someone else's, recent or in the past, perhaps a parable. "Just last week I was reading about . . . The writer spoke of a famous football player's pursuit of excellence and what separated him from other players. He wasn't extraordinary just by showing up. He practiced his game all year not just during the season, he studied the game, he continued to look for small improvements - and he worked to help other players be great."

Once **YOU**, and only **YOU**, have presented each core value, your organization's vision and mission statements, then turn to one of the attendees to your meeting (preferably start with one who will support your new tradition with enthusiasm) and say, "Debbie, would you do me a favor; you know how I've been presenting one of our core values each week? Would you please pick one and next staff meeting, do the same thing? Thank you." For the meeting after next ask someone else. Continue until everyone has participated - then start all over again with yourself.

**NOTE:** If you are not already doing this, you're probably going to get push-back, either directly or behind your back. That's OK, you're extraordinary. You're not afraid. You're confident and tenacious. Make it happen. Don't surrender.

## Why Does This Matter?

Regular and open discussion of core values brings them to the forefront of our minds. Over time, they shape our character. In life, we encounter moral dilemmas and decisions. For instance, an employee might consider cutting corners until a recent staff meeting highlighted the value of excellence, prompting a reconsideration: "No, let me do this right."

Of course, over time, your two-minute presentations become something of a tradition, an expectation, dare I say part of the culture and soon a way of life. For new hires, it sets the stage. Extraordinary leaders have extraordinary character; with an extraordinary character, they are not afraid.

Be Extraordinary!



Anthony Tormey, CEO  
[Leader Development Institute](#) (LDi)

Would you like to talk about how Leader Development Institute can help you and your organization?

**LET'S TALK!**

Reach out to us at 1-888-VISIT-LDi (1-888-474-8534), or drop us an email at [Solutions@LDIworld.com](mailto:Solutions@LDIworld.com). [Click here](#) to view or download our informational one-pager to read more about LDi. **Let's embark on this journey of growth together!**

Successful people live by a set of closely followed rules and values, have you read LDi's Rules for Success? These rules will help you hone in on the best success practices that benefit you in all areas of your life, personal and professional. You can find LDi's Rules for Success [HERE](#).