



Values: Show Me Yours and I'll Show You Mine Understanding, Assessing and Shaping Organisational Values

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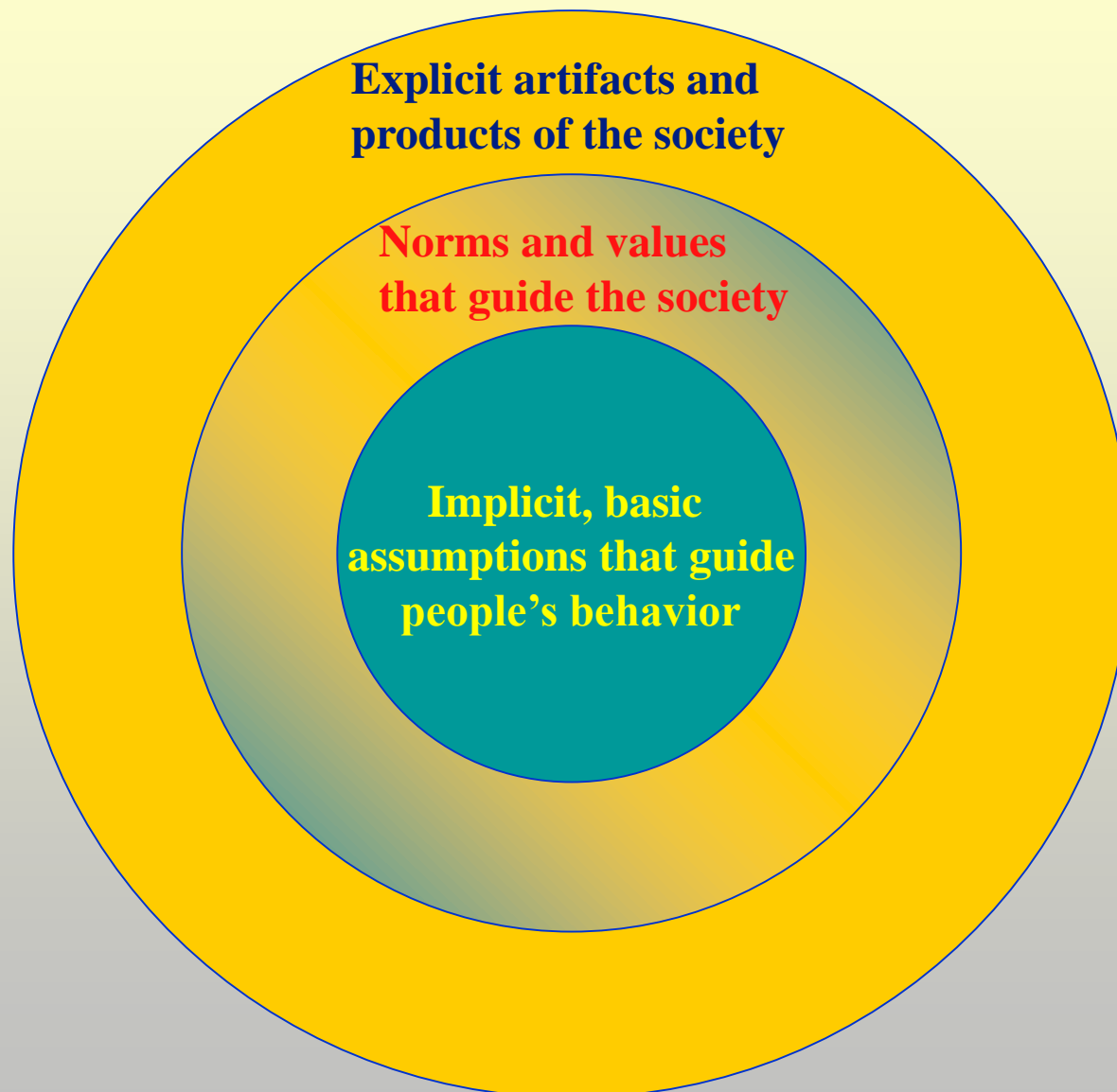
Aims of the Presentation

- What is Organisational Culture?
- What are organisational values and how they affect organisational life?
- How do we assess and use values?
- Elements of strong organisational culture
- Value congruence

Organisational Culture

- The basic pattern of shared assumptions, values, and beliefs considered to be the correct way of thinking about and acting on problems and opportunities facing the organisation.
- The way things get done around here (David & Kennedy)
- Culture is the most difficult organisational attribute to change (Edgar Schein)

A Model of Culture



Organisational Culture: Values

Values express conceptions of what is good and desirable, the organisation's cultural ideals.

- Values are beliefs that are tied inextricably to emotion, not objective, cold ideas.
- Values are a motivational construct. They refer to the desirable goals people strive to attain.

Organisational Culture: Values

- Values transcend specific actions and situations. They are abstract goals. The abstract nature of values distinguishes them from concepts like norms and attitudes, which usually refer to specific actions, objects, or situations.
- Values guide the selection or evaluation of actions, policies, people, and events. That is, values serve as standards or criteria.

Schwartz's Values Framework

Table 6–1 *Definition of Values and Motives in Schwartz's Theory*

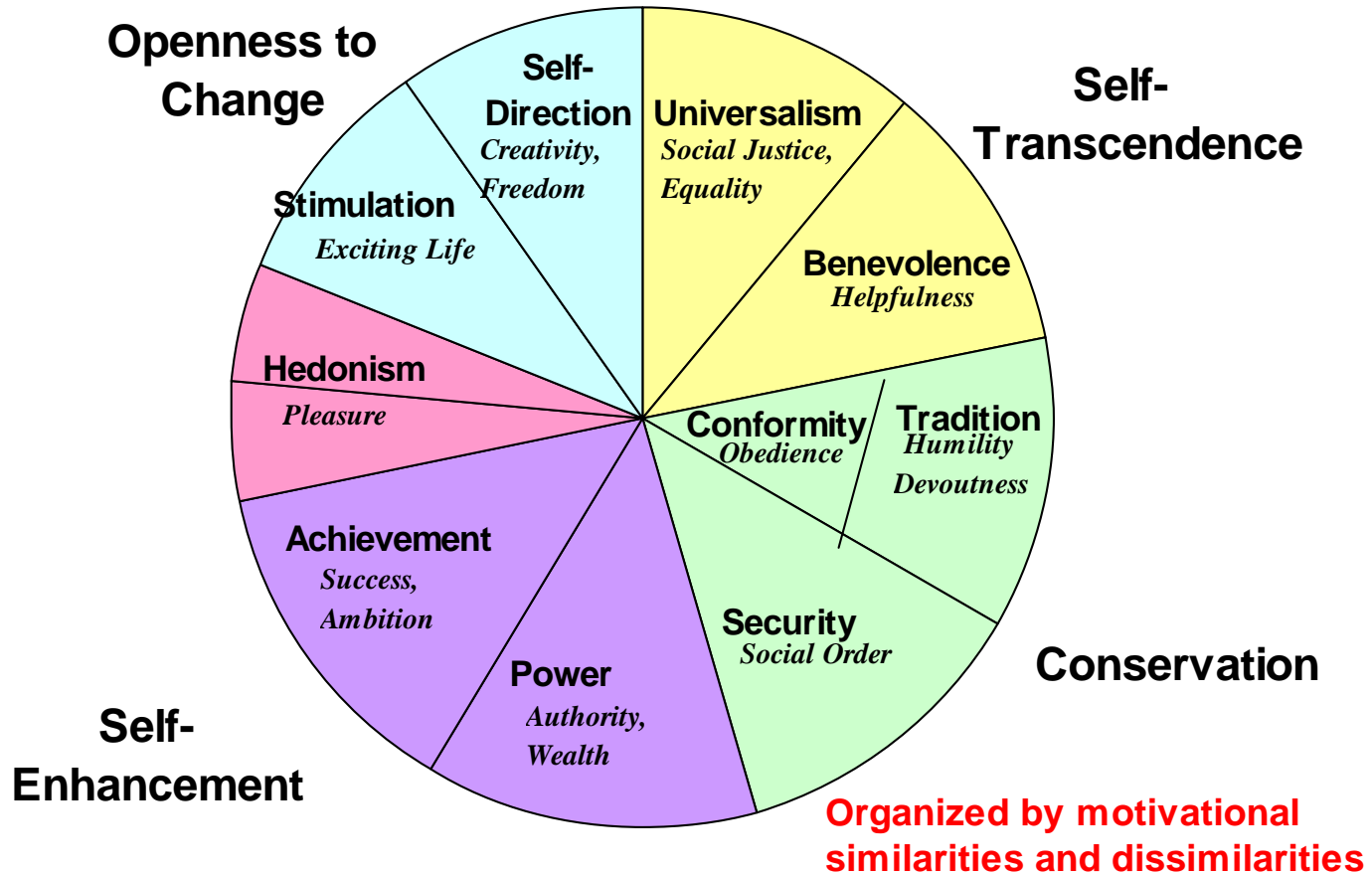
VALUE	DEFINITION AND UNDERLYING MOTIVES
Power	Social status and prestige, control or dominance over people and resources (social power, authority, wealth)
Achievement	Personal success through demonstrating competence according to social standards (successful, capable, ambitious, influential)
Hedonism	Pleasure and sensuous gratification for oneself (pleasure, enjoying life)
Stimulation	Excitement, novelty, and challenge in life (daring, a varied life, an exciting life)
Self-direction	Independent thought and action choosing, creating, exploring (creativity, freedom, independent, curious, choosing own goals)
Universalism	Understanding, appreciation, tolerance and protection of the welfare of all people and of nature (broadminded, wisdom, social justice, equality, a world at peace, a world of beauty, unity with nature, protecting the environment)
Benevolence	Preservation and enhancement of the welfare of people with whom one is in frequent personal contact (helpful, honest, forgiving, loyal, responsible)
Tradition	Respect, commitment and acceptance of the customs and ideas that traditional culture or religion provide the self (humble, accepting my portion in life, devout, respect for tradition, moderate)
Conformity	Restraint of actions, inclinations, and impulses likely to upset or harm others and violate social expectations or norms (politeness, obedient, self discipline, honoring parents and elders)
Security	Safety, harmony and stability of society, of relationships, and of self (family security, national security, social order, clean, reciprocation of favors)

SOURCE: A. Bardi and S.H. Schwartz, "Values and Behavior: Strength and Structure of Relations," *The Society for Personality and Social Psychology*, October 2003, p 1208.



VALUES EXERCISE

Schwartz's Value Map



Volkswagen: Compliance Statement

“In the long term, a company can only be successful if it acts with integrity, complies with statutory provisions worldwide and stands by its voluntary undertakings and ethical principles, even when this is the harder choice. We remain committed to this principle – especially in light of the misconduct uncovered in the 2015 financial year, which runs contrary to all of the values that Volkswagen stands for.”

Espoused vs. Enacted Values

- Are your organisation's values are **enacted** or merely **espoused**?
- Espoused: values that corporate leaders want others to believe guide the organisation's decisions and actions;
- Enacted: the 'values-in-use'; those that most leaders and employees truly rely on to guide their decisions and behaviours.

Strong Organisational Culture

- Cultural values and assumptions are shared widely and deeply across different divisions and levels
- Stated values are demonstrated and enacted by members at all levels, esp. leaders
- Org Values are manifested through artifacts, including reward and promotion systems

Values Congruence



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“You seem intelligent, capable, level-headed and mature. That’s a shame because I was really hoping you’d fit in here.”

Values Congruence

- Values congruence – when employees' values are similar to those of their leaders and the organisation
- Consequences of incongruence
 - Incompatible decisions
 - Lower satisfaction, OCB and loyalty
 - Increased stress and turnover
- Benefits of incongruence
 - Better decision making
 - Enhanced problem definition
 - Prevents “corporate cults”

Strengthening Organisational Culture



Diagnosing Organisational Culture

Organisational Culture Assessment Instrument (OCAI by Cameron & Quinn)

OCAI is based on the *Competing Values Framework* and is used to assess two aspects: the culture as it is **Now** and the **Preferred** culture.

Completing the instrument provides a picture of how your organisation operates and the values that characterise it alongside with how you (as a group) would like it to look like.

Competing Values Framework

- Stability and Control vs. Flexibility and Discretion;
- Internal Focus and Integration (collaboration) vs. External Focus and Differentiation (competition)

These two dimensions result in four cultural prototypes:

- Clan
- Adhocracy
- Hierarchy
- Market

Competing Values Framework
By Cameron and Quinn

