

Dept Values A Framework for Consideration

Lencioni, P. (2012). *The advantage: Why organizational health trumps everything else in business*. Jossey-Bass



Core Values:

The fundamental beliefs that you've held for as long as you can remember. They affect all of your relationships and are apparent in everything that you do. They are what distinguish you in the marketplace and are ideally unique to your organization. There is no compromise on these values - that means living and breathing these values from the very top of the business.

Permission to Play Values:

These are the minimum requirements for someone to work with you. If you actually don't abide by these values you don't have permission to play in this company. We're going to ask you to leave. These are things like honesty, integrity, and respect (e.g. we treat everyone with respect, we don't steal from our customers, we don't yell at staff who make mistakes, we don't expect 70 hour work weeks). You don't expect a medal; you just think this is how business should work. If you break these values or devalue these values, you don't really belong to the business.

Accidental Values:

The things that can often arise in the culture of an organization but they're not necessarily spoken about. These values grow slowly, but are immediately apparent to new team members. These are the behaviors and attitudes that are always present, like the things that get celebrated at team meetings, or the ways in which your leaders tend to communicate with staff. You might notice that these aren't always positive – in fact they can seem poisonous – such as treating colleagues with disdain, prioritizing individual success, or silently shaming those who don't work long hours/overtime.

Aspirational Values:

These are values that you don't yet have, but that you need, in order to succeed. They are the things you'd like to be doing in the future. These might be around how your team communicates, the impact of your work, the ways in which everyone structures their time...but you aren't there yet.

For example, if you have a corporate strategy around growth, you may choose to have a value around experimentation. And, that means tolerating mistakes because in order to grow, you're going to be going through a lot of rapid change and you're going to be making a number of mistakes. And the value suggests it's okay to make some of those mistakes as long as you learn from them and move on. So, these are things that you say, "Yeah we really need these things, but we don't have them yet." So, let's talk about them as aspirational but they're different from core values.