

ATD webinar series

A data-driven approach to establishing organizational values



*“Great leaders see supporting lines,
not reporting lines”*



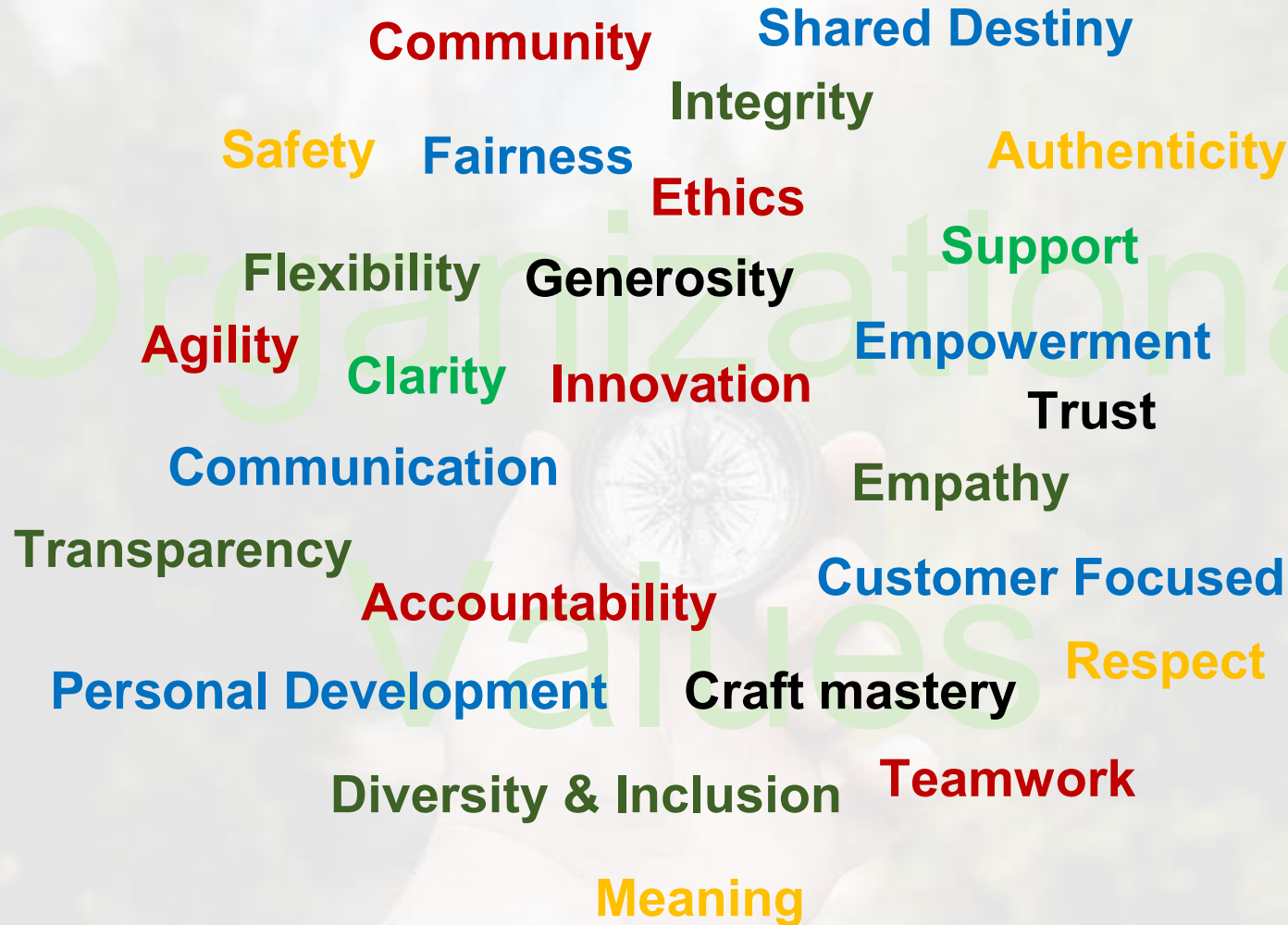
JEFF SMITH

Jeff Smith is an executive coach and seasoned C-suite business leader. His personal mission is to inspire leaders and help teams perform so that millions of people become engaged in their work.

He has more than 20 years of experience in sales, finance, people and culture, and operations across multiple industries. Most recently he served as COO for Mobify, a digital experience platform purchased by Salesforce.com. Prior to that he led sales for CHC, a global helicopter services company that doubled revenue from \$800 million to \$1.6 billion during his tenure. He also has deep nonprofit experience as a director for multiple organizations.



*"Great leaders see supporting lines,
not reporting lines"*



The image features a hand holding a compass rose, with the needle pointing towards the top. The background is a soft-focus image of a person's face. Overlaid on this is a large, light green watermark that reads "Organizational Values". Surrounding the compass are 21 organizational values, each in a different color and font style. The values are arranged in a circular pattern around the compass rose.

Community **Shared Destiny**
Integrity
Safety **Fairness** **Authenticity**
Ethics
Flexibility **Generosity** **Support**
Agility **Clarity** **Innovation** **Empowerment**
Trust
Communication **Empathy**
Transparency **Customer Focused**
Accountability **Respect**
Personal Development **Craft mastery**
Diversity & Inclusion **Teamwork**
Meaning

*"Great leaders see supporting lines, not
reporting lines"*



We work with purpose



We are generous



We empower others



We are mindful of our actions




We pursue mastery

In this webinar we will ensure you walk away with three things:

- A **deeper understanding of how important values are** and the impact of not living them
- Awareness of how you can use a **data-driven approach to create a meaningful set of values** that will resonate with employees.
- Awareness of how you can use a **data-driven approach to ensure that your values** are prevalent in daily life and truly being lived by all employees

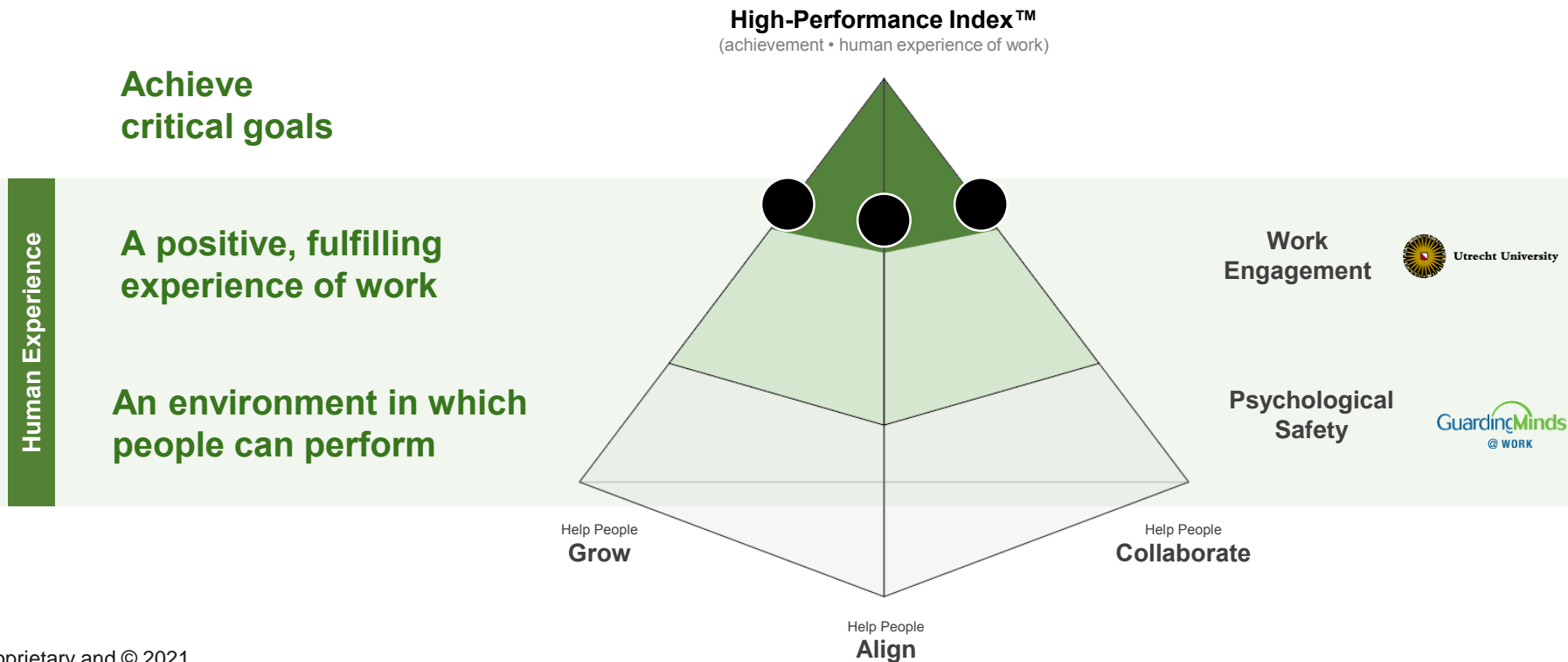


**What does
'high-performance'
mean to you?**



**High-performance means that we
achieve critical goals ... while having a
positive, fulfilling human experience.**

High-Performance Culture has three dimensions



How strong is the connection between Living Values & High-Performance Culture?

I am on a
**High-Performance
Team**

>70%

Correlation to
HPI Team Assessment

I have a
**High-Performance
Leader**

>80%

Correlation to
HPL 360° Review
(all leaders)

I have a
**“Lower-Performance”
Leader**

>90%

Correlation to
HPL 360° Review
(lower scores)

My team leader truly lives the organization's values and principles

HPI - Location		NOVEMBER 2020	APRIL 2021	AUGUST 2021
Clarity	I have the support I need from my team leader to do what is expected of me.	1.75	1.23	0.73
	I receive the communication I need to perform in my role.	2.22	1.72	1.17
	My team leader truly lives the organization's values and principles.	1.35	1.20	0.72
	I am clear on what leadership behaviours are acceptable in our organization.	2.07	1.49	0.92
	I feel that my team leader respects me.	1.51	1.14	0.51
	I am clear on what is expected of me in my current role.	1.61	1.24	0.71
	Clarity - Average	1.75	1.34	0.79
Meaning	Our organization's goals are aligned with its overall mission and vision.	1.94	1.48	0.92
	My team is clear on how our work aligns with organizational goals and objectives.	2.25	1.88	1.01
	The organization's leaders have communicated a vision that inspires me.	2.78	2.16	1.14
	I am satisfied with my level of involvement in the company's goal-setting process.	2.20	1.87	1.19
	I am clear on how my role aligns with organizational goals and objectives.	1.82	1.72	1.07
	I am able to create or co-create my individual performance goals.	1.56	1.01	0.70
Teamwork	Meaning - Average	2.08	1.68	1.00
	Other teams respect our opinion and listen to what we have to say.	1.89	1.54	1.00
	People in our company collaborate well with each other.	1.85	1.57	0.89
	I have positive workplace relationships.	0.86	0.65	0.39
	Nobody in our organization would deliberately act in a way that undermines my team's efforts.	1.57	1.20	0.87
	Our organization respects and includes people from different backgrounds.	0.92	0.80	0.61
	Our team has flexibility and freedom to determine how we achieve our objectives.	2.05	1.44	0.97
Accountability	Teamwork - Average	1.50	1.19	0.78
	Our team is able to ask for and receive assistance from other teams in our organization.	1.23	0.98	0.84
	People are held accountable for commitments and targets in our organization.	1.66	1.47	1.14
	Our team regularly reviews progress on our goals in team meetings.	1.81	1.65	1.02
	Our organization regularly communicates progress on overall goals.	2.00	1.68	1.17
	Other teams follow through on their commitments to support our team.	1.94	1.50	1.09
	My team is adequately resourced to deliver upon commitments to other teams.	1.63	1.26	0.87
Development	Accountability - Average	1.71	1.42	1.02
	Leaders at this organization have shown a genuine interest in my personal development.	2.36	1.82	1.14
	I am given opportunities to develop skills relevant to my interests.	2.11	1.85	1.21
	I have opportunities for personal development in my role.	1.98	1.74	1.11
	My current role helps me develop toward my long-term career goals.	1.61	1.26	0.93
	I have access to the learning and development I need to perform well.	1.94	1.68	1.32
	I am able to have candid conversations about my personal and career goals with my team leader	1.89	1.56	0.84
Performance	Development - Average	1.98	1.65	1.09
	I regularly receive performance feedback from my team leader and/or colleagues.	2.15	1.96	1.23
	I receive frequent recognition from my team leader and/or colleagues.	2.00	1.59	1.06
	I have regular, ongoing performance conversations with my leader.	2.35	1.82	1.20
	I feel that my job performance is assessed fairly.	1.93	1.52	0.98
	I feel confident in my ability to deliver on expectations.	0.93	0.75	0.46
	I have regular conversations with my leader about progress on my personal development goals.	2.42	1.68	1.22
Performance - Average		1.94	1.53	1.01

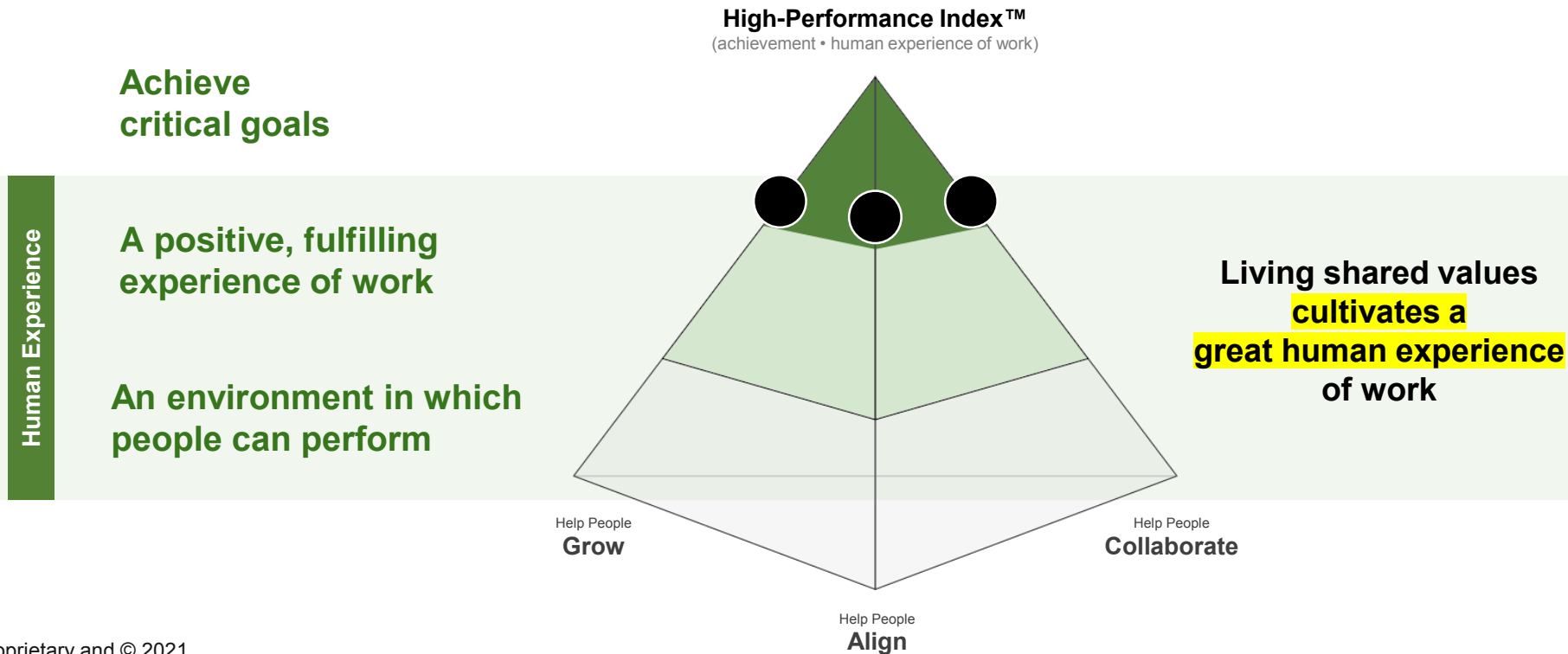
High-Performance
Teams

> 70%

Correlation to
HPI Team Assessment



High-Performance Culture has three dimensions



To be a great leader you
must live organizational values.

In this webinar we will ensure you walk away with three things:

- A deeper understanding of how important values are and the impact of not living them
- Awareness of how you can use a **data-driven approach to create a meaningful set of values** that will resonate with employees.
- Awareness of how you can use a **data-driven approach to ensure that your values** are prevalent in daily life and truly being lived by all employees

What % of organizations have defined a set of values?



Photo by Brooke Cagel via Unsplash

What percentage of your employees can name ALL of your organization's values?

- 0-20%
- 20-40%
- 40-60%
- 60-80%
- 80-100%
- No defined values

What percentage of your employees can name ALL of your organization's values?

- 0-20%
- 20-40%
- 40-60%
- 60-80%
- 80-100%
- No defined values

Fond: 11%

What percentage of your employees truly believe in your values AND see how they apply to their work on a daily basis?

- 0-20%
- 20-40%
- 40-60%
- 60-80%
- 80-100%
- No defined values

What percentage of your employees truly believe in your values AND see how they apply to their work on a daily basis?

- 0-20%
- 20-40%
- 40-60%
- 60-80%
- 80-100%
- No defined values

Gallup: 26%

Have we defined the 'right' values?

Organizations that have defined values: **90%**

Employees who can name all of those values: **11%**

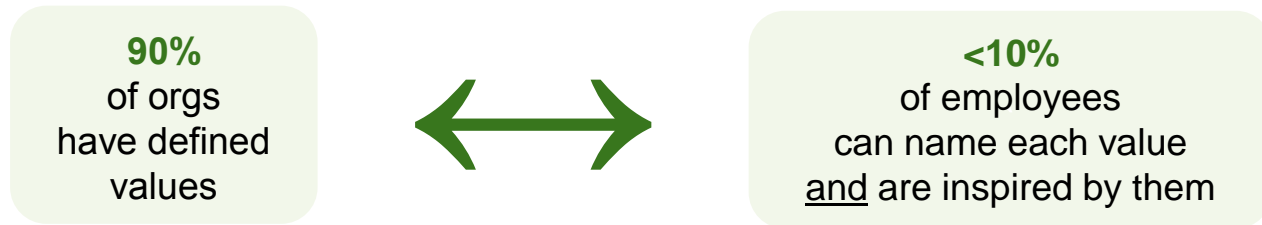
Employees for whom the values resonate: **26%**

$$11\% \times 26\% = 3\% \quad \square \nearrow$$

The vast majority of organizations lack a set of values that employees can identify and are inspired by.

What contributes to this discrepancy?

- Values 'created' without employee input
- Too many values
- Values definitions combine multiple concepts and are confusing
- Leaders live by a different set of values (#meaningless)
- Values never updated



To be a great leader you
must live organizational values.

... but which
values?



What values are
my employees
thinking of?

To be a great leader you
must live organizational values.

How would you know if you defined a meaningful set of values?



Standard HPI assessment item:

**My team leader truly lives
the organization's values
and principles**



Custom survey items:

**My team leader
truly lives the value of
'We work with purpose'**



We work with purpose



We are generous



We empower others



We are mindful of our actions



We pursue mastery

**Employees are thinking of the actual values
when they assess their team leader**

Standard HPI assessment item:

**My team leader truly lives
the organization's values
and principles**



Custom survey items:

**My team leader
truly lives the value of
'Win through teamwork'**



OPENNESS, TRUST AND INTEGRITY



PASSION FOR QUALITY



WIN THROUGH TEAMWORK

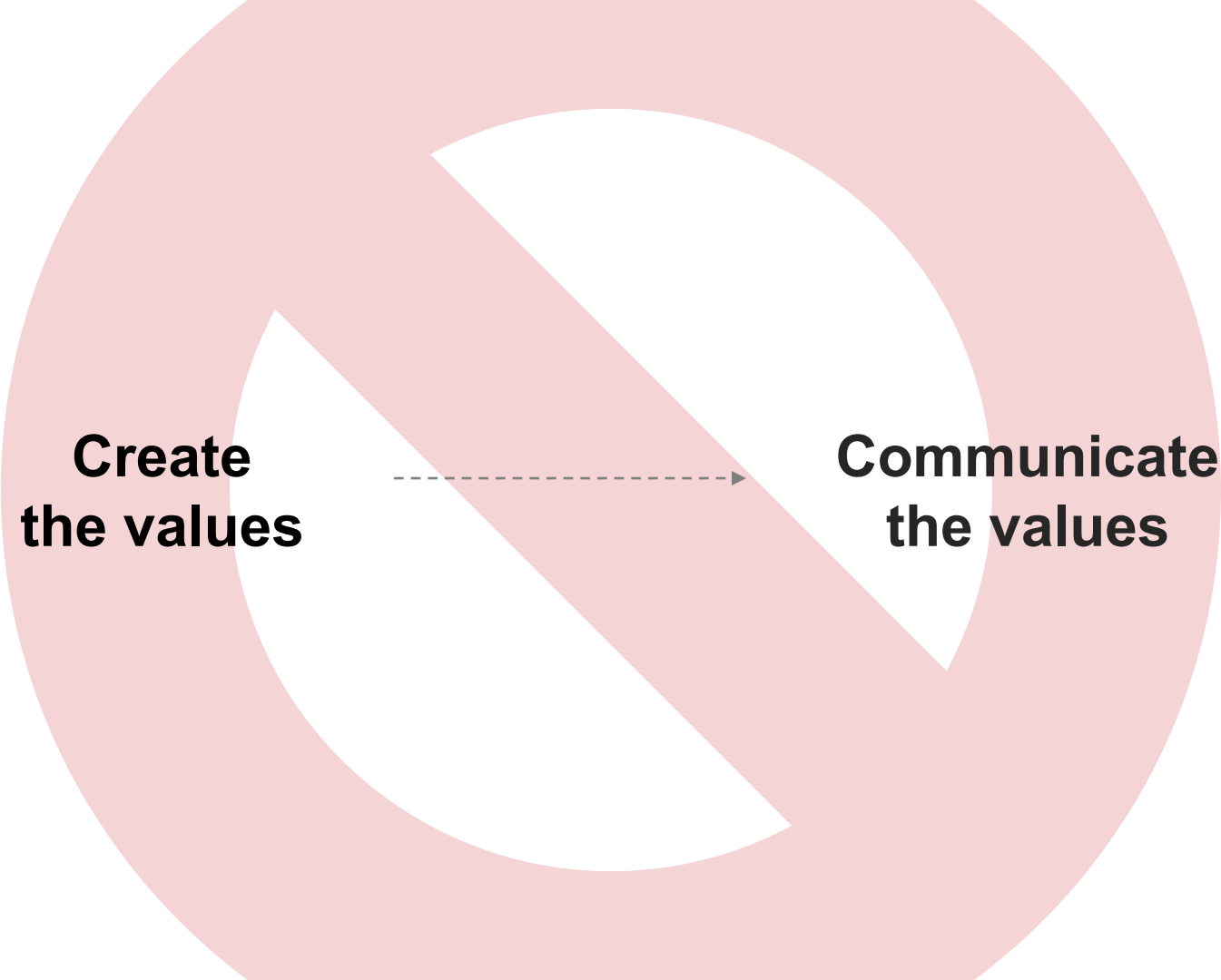


RESPONSIBILITY

**Employees are thinking of different values
when they assess their team leader**

How do we use a data-driven approach to **create the right set of values?**





**Create
the values**



**Communicate
the values**

Refine your list

2 weeks

Ask employees:
“What do you see as
the **top 3 most
important values** for
this organization?”

+2 weeks

Test with an assessment:
My team leader truly lives
the organization's values
and principles + **ask about
the published values**

Standard HPI assessment item:

**My team leader truly lives
the organization's values
and principles**



Custom survey items:

**My team leader
truly lives the value of
'We are family'**



OPENNESS, TRUST AND INTEGRITY



PASSION FOR QUALITY



WIN THROUGH TEAMWORK



RESPONSIBILITY



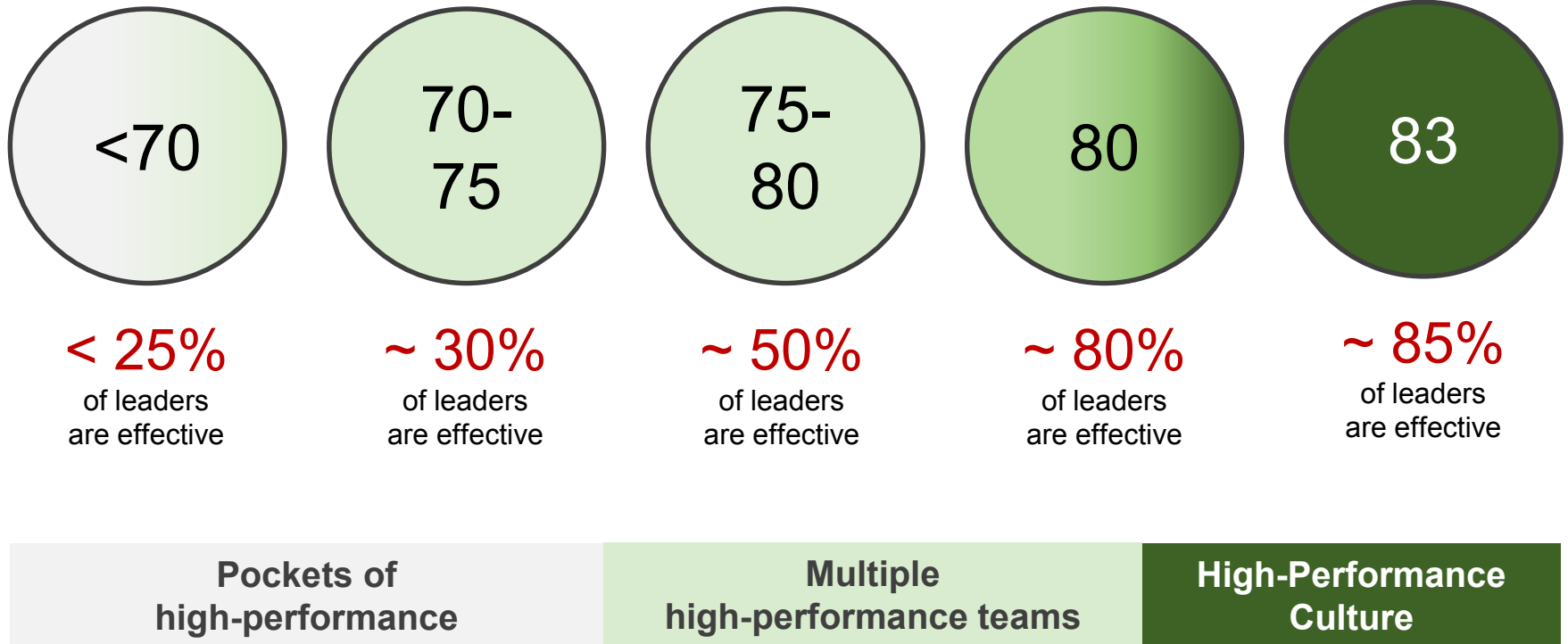
WE ARE A
FAMILY

**Employees are thinking of the actual values
when they assess their team leader**

In this webinar we will ensure you walk away with three things:

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In a high-performance culture
we need all leaders to live the values





How can we identify leaders who are living (or not living) values?

- High-performance culture assessments

HPI Culture Map by Job Title		Department 1	Department 2	Department 3	Department 4	Department 5	Department 6	Department 7	Department 8	Department 9
Clarity	I have the support I need from my team leader to do what is expected of me.	0.78	0.63	0.59	0.87	0.59	1.12	1.76	0.63	1.18
	I receive the communication I need to perform in my role.	0.68	0.95	0.92	0.88	1.09	0.90	1.58	0.63	1.58
	My team leader truly lives the organization's values and principles.	0.53	0.89	0.56	0.91	0.56	0.64	1.12	0.45	1.61
	I am clear on what leadership behaviours are acceptable in our organization.	0.50	0.42	0.52	0.85	0.35	0.90	1.40	0.28	1.40
	I feel that my team leader respects me.	0.39	0.55	0.57	0.61	0.34	0.98	1.21	0.28	0.80
	I am clear on what is expected of me in my current role.	1.05	0.73	0.67	0.90	0.64	0.94	1.65	0.59	0.86
Meaning	Our organization's goals are aligned with its overall mission and vision.	1.40	0.91	0.94	0.75	0.66	0.86	1.51	0.75	1.13
	My team is clear on how our work aligns with organizational goals and objectives.	1.94	1.12	1.00	0.98	1.00	1.37	2.20	0.96	1.47
	The organization's leaders have communicated a vision that inspires me.	1.26	0.96	0.80	0.71	0.70	1.26	1.61	0.80	2.01
	I am satisfied with my level of involvement in the company's goal-setting process.	1.56	0.94	1.11	1.22	0.88	1.45	1.76	1.25	1.82
	I am clear on how my role aligns with organizational goals and objectives.	1.69	0.63	0.86	1.14	0.89	1.47	2.37	1.11	1.32
	I am able to create or co-create my individual performance goals.	1.18	0.90	0.69	0.92	0.75	1.18	1.31	1.20	1.37
Teamwork	Other teams respect our opinion and listen to what we have to say.	0.83	0.72	1.26	0.72	0.63	1.34	1.44	0.43	1.44
	Teams in our company collaborate well with each other.	0.81	0.71	0.94	0.94	0.80	1.11	1.94	0.42	1.65
	I have positive workplace relationships.	0.48	0.41	0.40	0.60	0.51	0.48	1.19	0.41	0.56
	Nobody in our organization would deliberately act in a way that undermines my team's efforts.	0.75	0.66	0.93	0.58	0.58	0.75	0.99	0.53	0.66
	Our organization respects and includes people from different backgrounds.	0.87	0.49	0.51	0.61	0.69	0.61	0.76	0.37	0.81
	Our team has flexibility and freedom to determine how we achieve our objectives.	0.99	0.62	0.52	0.86	0.77	1.21	1.35	0.93	1.29
Accountability	Our team is able to ask for and receive assistance from other teams in our organization.	0.52	0.44	0.73	0.65	0.64	0.83	0.91	0.58	1.21
	People are held accountable for commitments and targets in our organization.	1.21	1.41	0.94	0.63	1.24	1.31	1.24	0.71	0.82
	Our team regularly reviews progress on our goals in team meetings.	1.31	1.55	1.11	1.25	1.14	1.41	2.11	1.13	1.17
	Our organization regularly communicates progress on overall goals.	1.49	1.34	0.93	1.40	1.30	1.38	2.04	0.74	1.36
	Other teams follow through on their commitments to support our team.	1.07	1.05	1.19	0.75	0.94	1.29	1.13	0.60	1.38
	My team is adequately resourced to deliver upon commitments to other teams.	0.87	0.94	0.79	0.97	0.76	1.16	1.35	0.40	1.01
Development	Leaders at this organization have shown a genuine interest in my personal development.	0.59	1.15	0.89	0.55	0.92	1.64	2.46	0.33	1.64
	I am given opportunities to develop skills relevant to my interests.	1.05	1.14	0.82	0.73	0.51	1.40	2.25	0.33	1.50
	I have opportunities for personal development in my role.	0.69	1.12	0.94	0.62	0.80	1.61	2.41	0.48	1.34
	My current role helps me develop toward my long-term career goals.	0.87	0.91	0.70	0.42	0.67	0.98	1.90	0.46	1.40
	I have access to the learning and development I need to perform well.	1.24	0.79	0.98	0.87	0.69	1.57	2.36	0.63	1.44
	I am able to have candid conversations about my personal and career goals with my team leader	1.49	1.04	0.87	1.33	0.56	1.07	2.43	0.45	1.24
Performance	I regularly receive performance feedback from my team leader and/or colleagues.	1.78	0.93	1.23	1.30	0.58	1.56	1.75	0.78	1.56
	I receive frequent recognition from my team leader and/or colleagues.	1.20	1.22	1.46	1.53	0.57	1.64	2.29	0.92	2.04
	I have regular, ongoing performance conversations with my leader.	1.96	1.22	1.59	1.44	1.24	1.85	2.67	1.37	1.40
	I feel that my job performance is assessed fairly.	1.02	0.80	0.80	0.89	0.40	1.25	1.39	0.48	1.06
	I feel confident in my ability to deliver on expectations.	0.53	0.62	0.46	0.55	0.39	0.71	0.46	0.74	0.82
	I have regular conversations with my leader about progress on my personal development goals.	1.69	1.57	1.51	1.49	1.08	2.47	2.36	1.42	1.97



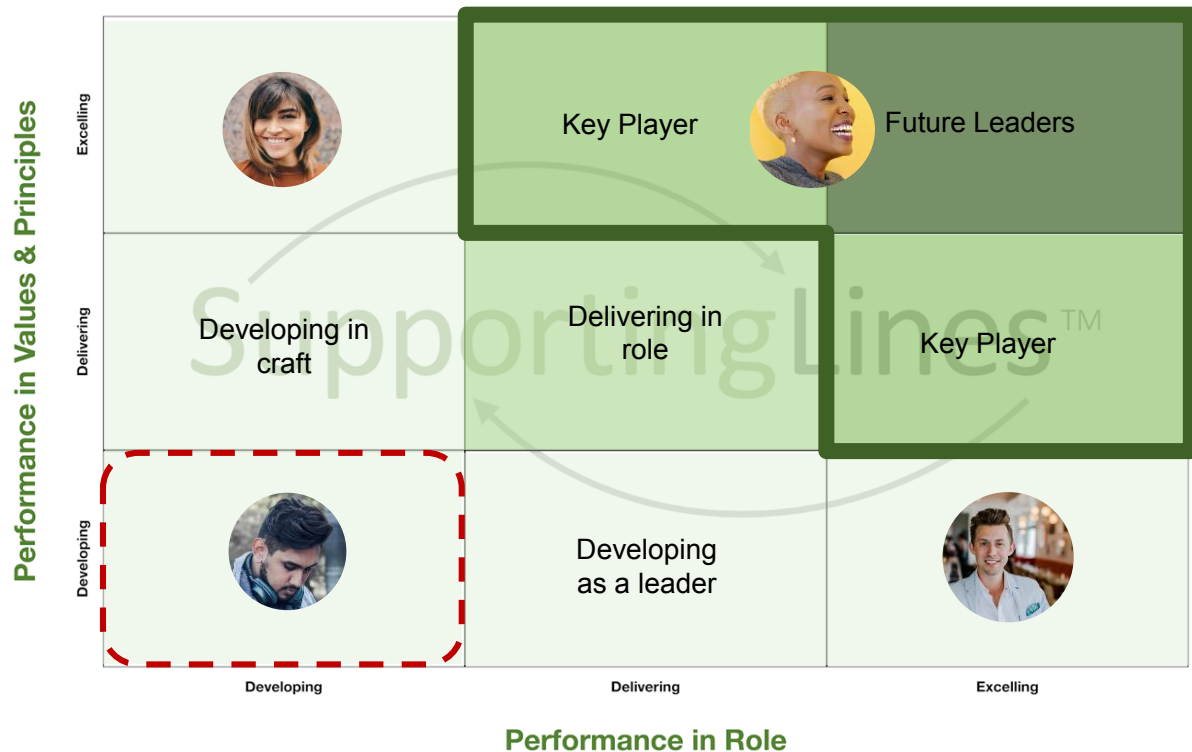


How can we identify leaders who are living (or not living) values?

- High-performance culture assessments
- Performance reviews + Leadership 360s

Values-driven Talent Management

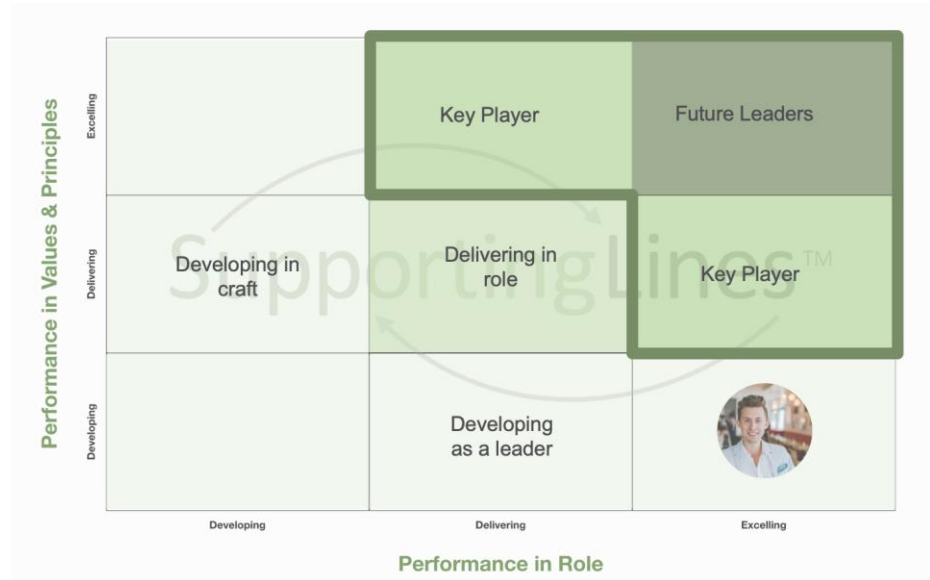
Identify 'top talent' and support their development



Based on the
performance
feedback process



When you promote somebody who doesn't live your values, **you just changed your values**



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A background image showing three people (two women and one man) sitting at a desk, smiling and looking at laptops. The image is faded to allow text to be overlaid.

Quickly assess your organizational values.

**Contact us to try our free Values Assessment and
receive a 20-minute values consultation**

jeff@supportinglines.com

Any questions?

help@supportinglines.com



Thank you.

help@supportinglines.com

