

## CULTURE IMPACT



### Think Systemically:

When considering work in the area of Core Values it is important that the values are both promoted and reinforced.

It is also important to look closely at other areas of the Denison Model.

For example, if our values include references to customers, do our culture results in Customer Focus suggest those values are practiced?

If our values refer to collaboration, do our culture results in Team Orientation and Coordination & Integration indicate that collaboration is a strength?

Do the values combine with clear goals and strategies to provide boundaries for empowering employees and leaders?

## CONSISTENCY:

### CORE VALUES

**Do our values guide our behaviors, decisions and actions as we interact with internal colleagues and external stakeholders?**

Core values represent the “non-negotiables”— the values that are at the center of who you are and what you do. When the core values are clear and practiced, they create the context for making important decisions and help articulate your priorities to both current and potential employees (as well as customers). It is important that the values go beyond the posters on the wall, providing guidance and clear expectations. They play an important role in engaging employees and differentiating your organization.

**What gets recognized and rewarded here? What gets people in trouble?**

When the core values are practiced and reinforced, everyone recognizes behaviors and practices that are consistent with or in conflict with those values. Denison Consulting works with organizations to align their espoused and practiced values and to embed those values in ways that reinforce their importance.

To support you, we offer a range of solutions for clarifying your priorities and values to your employees:

- Articulate the non-negotiable behaviors and desired behaviors aligned with achieving the vision
- Develop and/or assess leader's abilities in managing and rewarding behaviors that reflect the values we say are important
- Embed the values in important activities such as onboarding and performance reviews
- Create approaches for communication at various levels that emphasize and reinforce the desired behaviors needed to be successful