



Aligning Organisational Values with Business Strategy

A GUIDE FOR HR PROFESSIONALS TO DEFINE ORGANISATIONAL VALUES AND SUPPORT BUSINESS GROWTH.



INTRODUCTION

Organisational values are the foundation of any company's culture, driving behaviour and shaping long-term success. However, merely having a list of values is not enough; they must be deeply embedded into the business strategy and day-to-day operations. This guide provides HR professionals and leaders with actionable steps to ensure that organisational values are more than just words, becoming a tangible part of the workplace culture and driving meaningful results.

UNDERSTANDING ORGANISATIONAL VALUES

DEFINITION

Organisational values represent the core beliefs that guide how a company operates. They influence decision-making, shape behaviour, and create a

sense of identity both internally among employees and externally for customers and stakeholders.

IMPORTANCE

Values are critical for setting the tone of workplace behaviour, establishing a unique organisational culture, and ensuring alignment between employee actions and the company's strategic objectives. Companies with well-defined values have a clear identity that differentiates them from competitors and creates stronger employee engagement.

KEY THEORIES ON VALUES

Use the form to set specific goals for enhancing your coaching skills. Focus on areas where improvement is needed and outline actionable steps.

- **Alvin Toffler (1969):** Values, although complex and elusive, are essential for motivating human behaviour. They play a fundamental role in organisational dynamics by influencing actions and attitudes.
- **Milton Rokeach (1969):** Values are a key element of an individual's belief system and serve as guides to appropriate behaviour in various contexts.
- **Schwartz's Value Theory (1992):** This theory identifies ten personal values, highlighting the importance of various motivations, and provides a framework for understanding how individual and organisational values can align to drive performance and engagement.



DEFINING YOUR ORGANISATIONAL VALUES

The process of defining values should be collaborative and inclusive. Involving various stakeholders ensures that the resulting values resonate with the workforce and align with the organisation's strategic goals.

STEP 1: ENGAGE DIVERSE STAKEHOLDERS

To define values that reflect the organisation's culture, begin by forming focus groups composed of employees from different levels and departments. This diverse input helps ensure that the values resonate across the organisation and capture the authentic spirit of the workplace.

During these sessions, encourage employees to share the values they feel are already guiding their behaviour and how these can be refined to better reflect the organisational mission. Facilitate an open dialogue to synthesise these ideas with senior leadership to ensure that values are aligned with the strategic vision.

STEP 2: COLLABORATE WITH SENIOR LEADERSHIP

While employee input is essential, senior leadership must play a central role in drafting the core organisational values. Leaders need to ensure that these values not only reflect the current culture but also align with long-term business goals.

At this stage, it's vital to ensure that the values are sincere, achievable, and strategic. Values should be aspirational but also rooted in the company's mission and vision, serving as a guide for future decisions and operations.

STEP 3: VALIDATE AND FINALISE VALUES

Once a draft of the core values is created, test these with a larger group of employees through surveys or feedback sessions. Based on this feedback, make necessary adjustments to ensure that the values are relevant, compelling, and easy to understand.

The final values should then be communicated throughout the organisation, with a clear explanation of their importance and how they will guide the company moving forward.



COMMUNICATING ORGANISATIONAL VALUES

For values to be fully embraced, they must be communicated effectively across the organisation. Communication should be multi-faceted and continuous, ensuring that every employee understands and connects with the values.

USE MULTIPLE CHANNELS

Host webinars, town hall meetings, and workshops to introduce and discuss the values. In these settings, encourage open discussions to ensure that employees grasp their significance. Use visual tools such as posters, digital screens, and handouts distributed throughout the office and included in internal communications.

LEVERAGE LEADERSHIP

Senior leadership, especially the CEO or Managing Director, plays a critical role in reinforcing organisational values. Leaders should consistently communicate the values and demonstrate them through their actions. Sharing personal stories that illustrate the values in action can make them more relatable and authentic to employees.

TRAINING AND DEVELOPMENT

Incorporate values into onboarding programs to ensure that new hires understand the importance of these principles from the outset. Ongoing training and development workshops can reinforce the values, integrating them into daily work practices.

REINFORCING ORGANISATIONAL VALUES

It's not enough to define and communicate values; they must be consistently reinforced and integrated into the company's operations. When values are tied to performance metrics and daily activities, they become a lived reality within the organisation.

INCORPORATE VALUES INTO PERFORMANCE METRICS

Values should be a core part of performance reviews, promotions, and bonuses. By aligning performance metrics with organisational values, you encourage employees to adopt behaviours that reflect these principles.

BUILD VALUES INTO DAILY OPERATIONS

Encourage teams to discuss how the company's values align with current projects during regular meetings. Recognising employees who demonstrate the company's values can reinforce positive behaviour and create role models within the workforce.



MONITOR AND MEASURE ALIGNMENT

Regular employee surveys and feedback can provide insight into how well the values are being upheld within the organisation.

These surveys can help detect gaps between espoused values and actual behaviours, allowing leadership to make necessary adjustments to communication and reinforcement strategies.

ADDRESSING MISALIGNMENT BETWEEN ESPOUSED AND REAL VALUES

Misalignment between stated values and actual behaviour can lead to a breakdown in trust and negatively impact organisational performance. Addressing these discrepancies quickly and transparently is essential to maintaining integrity.

IDENTIFY DISPARITIES

Employee feedback surveys and performance data can help identify areas where there is a disconnect between espoused values and the reality on the ground.

TAKE CORRECTIVE ACTIONS

If misalignment is detected, communicate openly about the discrepancies and implement corrective actions, such as additional training or leadership coaching, to realign behaviours with the stated values.

LEAD BY EXAMPLE

Leadership must embody the values consistently. Holding leaders accountable ensures that the rest of the organisation will follow suit.



TOOLS AND RESOURCES

Providing practical tools for defining, communicating, and reinforcing organisational values can support leaders in this process. Some valuable tools and resources Corvus People can provide include...

- **Employee Engagement Surveys** – They can help measure alignment with and commitment to values.
- **Focus Group Guidelines** - Templates and best practices for running effective focus groups (See our focus group online resource)
- **Communication Toolkit** - Ready-to-use materials, such as posters and presentations, for communicating values.
- **Training Programs** - Workshops focused on embedding values into daily work.
- **Performance Management Frameworks** - Guidelines for linking values to performance metrics.

CONCLUSION

Organisational values are crucial for creating a cohesive and motivated workforce. By following the steps outlined in this guide, companies can ensure that their values are not just statements but are actively shaping the workplace. When values are clearly defined, effectively communicated, and reinforced, they become a powerful tool for driving organisational success.

GET IN TOUCH TODAY

We hope this you have found this resource useful. For more information on Corvus People, or for a consultation with one of our advisors, please contact us at:



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