

## Organisational Values

Having a clearly articulated set of values offers a number of organisational benefits. For example, organisations that have a strong sense of their own 'personality' (values) find it easier to attract high quality people. Talented employees in today's global market will dedicate their intelligence and skills to progressive companies - but not at any cost. They look for organisations which embody a noble cause which can provide a real sense of achievement. Where successful organisations can find a way to articulate their cultural values *and* align these with the emerging needs of the 'Generation Y' employee, they become a magnet for the best available talent.



**Discretionary Effort:** Once these employees are on board, a strong and authentic statement of values that is *walked* (not *talked*) underpins the strategy, helps to engage discretionary effort and enhances brand reputation. Whatever stage your company is at, the Paul Mooney Partnership can provide a range of expert Values-related interventions.

Client organisations face Values challenges for a variety of reasons – establishing a modus operandi during start-ups, radically overhauling businesses, bedding-in acquisitions or coping with leadership changes. Given these diverse starting points, our approach is highly tailored; there is no one-size-fits-all solution in this distinctive space. We start by understanding the unique requirements and challenges faced by each client – before building a customised solution. Here are some examples of Values challenges we've faced in the past:

**Development of Values and behaviours to drive strategy and performance:** The Leadership Team of a large Irish company wanted to define values and behaviours to drive the company's strategy. They chose time (as a competitive weapon), teamwork, customer focus and innovation. But, the real genius was in how these values were articulated and embedded.

**Integration of a global mindset with local values and culture:** An Irish based executive team

(manufacturing) struggled to translate the Values of the parent company into everyday life. They moved staff from an initial position of cynicism to actively embracing the values concept and made this part of the way they worked at the plant.

**From unhealthy practices to positive behaviours:** A Company Board were perplexed that espoused, clearly articulated company values did not translate into the values-in-action they (or the customers) witnessed on the job. We helped the Leadership Team team to challenge the current work practices in a series of open workshops – that were robust – but ultimately transformative.

**Personality driven to shared values:** One company embodied the outdated values and behaviours of its founders, long after they had left the company. As the company matured, its strategies needed to evolve. Some of the senior team initially were in opposition to this, wanting to hold onto the heritage. We engaged the team in developing and instilling a new set of values which every member of the team felt they owned and which was 'future proofed'.