



RAISE THE BAR™
Build a Culture of Values

RAISE THE BAR™

Serving leaders RAISE THE BAR™ by establishing high standards and clear expectations. Through this action, leaders learn to build trust throughout the organisation by modelling the values and coaching every person to live out the values in their daily work.



At the heart of serving leadership is the ability to call people to a common set of values and standards. Serving leaders awaken within their team members the desire to do their work well.

RAISE THE BAR™ answers the question **“How?”** How will we function together as a team? How will we build trust? How will we make difficult decisions and live out our values in our everyday lives and work?

RAISE THE BAR™ Applications:

- Identify and Define the Core Values
- Embed Core Values Throughout Your Organisation
- Address Values Gaps with Effective Coaching



RAISE THE BAR™ WORKSHEET

Build a Culture of Values

RAISE THE BAR™—Overview and Applications

RAISE THE BAR™ addresses a key element in creating a High Performance Culture: **values**. It is the responsibility of the serving leader to ensure that everyone in the organisation clearly understands and lives by the values that will bring success to the organisation. In athletic competitions the bar is raised to bring out the best performance in the athletes. Serving leaders “raise the bar” by holding up the values and keeping everyone, including themselves, accountable.

RAISE THE BAR™ answers the “**How?**” question. How will we behave as we work together towards the Great Purpose? How will we hold each other accountable? How will we build trust?

Identify and Define Core Values

It is the work of the leader to make sure that the values of the organisation are clearly identified. When they are clearly identified, the leader works hard to ensure that everyone understands what living out these values actually looks like in their own behaviours.

The **Values Discovery and Definition Tool** will guide you in identifying and defining your core values.

Embed Values Throughout Your Organisation

When values are identified and understood by everyone the serving leader works to ensure that the values are used at every level of the organisation and from the beginning to the end of an employee’s time with the organisation.

The **Embedding Values Planner** will guide you in taking your values to every part of the organisation.

Address Values Gaps with Effective Coaching

What happens when someone does not live out the values of the organisation? Some leaders overlook the issue or hope that it will change with time. But serving leaders step in quickly to address the areas that are not in alignment with the values that have been understood by everyone. They use coaching as a tool to help bring the behaviours back into alignment.

The **Values Coaching Planner** will guide you in how to effectively use coaching when values are misaligned.



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Identify and Define Core Values

Values Discovery and Definition Tool

Values are the *principles of behaviour* that guide everything you do. They are *how* you achieve Great Purpose.

Are your values distilled to the most essential, non-negotiable standards of guidance? Are you clear on the measurable *behaviours* that define them? This three-part **Values Discovery and Definition Tool** will help you first get clear on the values of your chosen sphere of influence, and then define the behaviours that demonstrate them.

Part 1: Identify Your Values

The **objective** of this exercise is to identify the values that:

1. are **most important** for you and your organisation, and
2. will best help **guide the achievement of your organisation's Great Purpose**.

Even if your organisation already has stated values, do this exercise as though it does not. Reflect on the values that you feel are most important and in alignment with the vision and mission of the organisation.

Use the **Sample Values** list (p. 26) to complete Steps 1-4 below.

Step 1:

1. Circle up to 25 values that best meet the first objective of most important for you and your organisation. Reflect on the history of your organisation. Include values that you think were important to the founder(s).
2. Write additional values that are important to you in the blanks provided.

Step 2:

1. Review your selected words.
2. Now choose and mark only 10 or fewer that you feel are the most important. (Mark with *)

These questions may help in your decisions: If this value were violated, would we be disappointed in ourselves? If we consistently lived up to this value, would we be pleased with ourselves?

Step 3:

1. Carefully review your 10 values, this time with the second objective in mind.
2. Of the values you marked, **select no more than 5 that are the most important for guiding you and others to stay on track to achieve your organisation's Great Purpose.**
3. List them here:



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Identify and Define Core Values

Values Discovery and Definition Tool (Continued)

Step 4:

1. Further distill your values using the filters of non-negotiable, memorable, and actionable, in addition to being the most effective for achieving Great Purpose.
2. List your 3 most important values here:

Part 2: Compare with Current Values

Your organisation's values can either be:

- A. **Confirmed** — they exist and they are clear;
- B. **Unclear** — they exist but are not clear; or
- C. **Undefined** — they don't exist.

Mark the box which best describes the values of your organisation.

Then complete the questions below for the box you marked. (complete only one of the 3 below)

A. Confirmed:

List your current values here:

What thoughts do you have about the comparison of the current values and the ones you identified in the first part of this tool?

B. Unclear

Do you have the influence to bring this clarity?

- Yes
- No

If yes, what steps will you take to clarify them?

C. Undefined

Do you have the influence to help define the values in your organisation?

- Yes
- No

If yes, what steps will you take to clarify them?

If no, what can you do with the list of values you developed in this exercise that would be helpful to your organisation?



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Identify and Define Core Values

Values Discovery and Definition Tool (Continued)

Sample Values

Accountability	Ethical	Mastery	Respect
Balance	Excellence	Mindfulness	Responsibility
Bold	Flourishment	Originality	Risk
Capability	Frugality	Partnership	Safety
Caring	Fun	Passion	Satisfaction
Change	Generosity	Patient-Centered	Service
Charity	Global	Peace	Simplicity
Courage	Growth	People	Sincerity
Collabouration	Happiness	Performance	Skilfulness
Commitment	Health	Perseverance	Speed
Compassion	Heart	Friendliness	Spirit
Competence	Honesty	Playfulness	Stewardship
Craftsmanship	Hospitality	Positivity	Sustainability
Creativity	Humility	Power	Systemization
Customer Service	Humour	Practicality	Teamwork
Dedication	Imagination	Precision	Transparency
Delight	Impact	Professionalism	Trustworthy
Dependability	Improvement	Progress	Uniqueness
Diversity	Innovation	Prosperity	Value Creation
Efficiency	Invention	Prudence	Vision
Empowerment	Justice	Purpose	Wealth
Engagement	Kindness	Quality	Wonder
Enjoyment	Leadership	Relationships	Worldwide
Enthusiasm	Learning	Reliability	Work/Life Balance
Entrepreneurship	Local	Resourceful	_____
_____	_____	_____	_____
_____	_____	_____	_____



RAISE THE BAR™ WORKSHEET

Build a Culture of Values

Identify and Define Core Values

Values Discovery and Definition Tool (Continued)

Part 3: Define Your Values

In order to embed values in your organisation and coach your people to greatness, you must first **define** your values by **identifying the behaviours** that demonstrate your **values in action**.

Values behaviours should be **teachable, observable, and accountable** — essential qualities for communicating your values, evaluating performances, and coaching conversations.

1. Write your core values in the space below.
2. Think of clear *behaviours* — teachable, observable, and to which you and others can be held accountable — that demonstrate how each value is brought to life.
3. For each of your values, **write a description of the behaviours** that bring that value to life. Then describe a behaviour that is misaligned with that value.
4. Then, write the behaviours that demonstrate values *misalignment*. These are “red flag” behaviours.

Value	Behaviours that bring the value to life	Behaviours that are misaligned
<i>Example: Integrity</i>	<i>What we do (our behaviours) align with what we say</i>	<i>Say one thing, but do another; promises not kept or disregarded</i>

Take a moment to reflect on any insights you gained from this exercise. It is important that you share this work with your leadership team members, particularly human resources. In the next part, you’ll learn the applications of embedding these values throughout your organisation, and how to coach others in values alignment.



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RAISE THE BAR™--Action Planner

Instructions:

Reflect on what you have learned in this lesson and the application exercises you have already worked on. Summarize your key learnings:

After this lesson, I plan to take the following actions:

- 1.
- 2.
- 3.

Accountability: Who will I ask to hold me accountable for these actions?

Name:

Mark here when you have asked them: