



Understanding the Impact of Organizational Core Values

Organizational core values define the enduring character or ideology of an organization. These values are so primary, so fundamental to us that throughout the changes in society, government, politics, and technology they are STILL the core values we will abide by. In an ever-changing world, core values are constant. Core values are not descriptions of the work we do or the strategies we employ to accomplish our mission. The organization may develop new purposes, employ new strategies, processes and significantly restructure; however, the identity and ideology remains intact. In Jim Collins' words, "...core ideology provides the glue that holds an organization together through time." (*Good to Great, Harper Collins Publishers, 2001*)

How Core Values Impact Your Business

Core values exist whether they have been intentionally defined or not. They guide us in each and every decision and interaction. They are the foundation in the "what", "why" and "how" of our mission and strategic goals. Core values are who we are in our innermost being. These values are the underlying, foundational principles that guide our mission, vision and strategies, and define who we are as an organization. Enduring companies preserve their core values and purpose, while their business strategies and operating practices continue to adapt to a changing world.

Core Values Come From Within

Listen to people in truly great companies talk about their achievements – you will hear very little about earnings per share. Maximizing profitability does not inspire people throughout an organization and does not provide any internal guidance.

Core ideology is discovered by looking inside. It has to be authentic. You can't fake it. It's meaningful only to people inside your organization and it need not be exciting to others outside. It's an individual journey. And it is in the authenticity, the discipline and the consistency of the values, not the content, that differentiate the greatest companies from the rest.

"How do we get people to share your core values?"

Core values define who you desire to be, and may not reflect who you actually are. Core values do not happen by default, they have to be nurtured and developed at the personal level. It would seem easier to only find like minded people, but you have to also be willing to invest in the personal lives of the people who are on the bus. Look for a good combination of the two approaches: like minded individuals and develop a method of nurturing the values in others.

The process of finding the answer will take you back to the very beginning: who you are and what do you stand for? The word, "core" means center, heart, hub or nucleus. These fundamental values are the very foundation to building lasting greatness and will empower the path towards Succession SuccessSM.

info@rawlsgroup.com

www.rawlsgroup.com

1.800.77RAWLS