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KNITTER AND
ASSOCIATES

Align your corporate
values with your
strategy and
employees' values
in five steps



Step 1: Determine the individual values of each member of your organization

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Method

1. Have members of your organization identify their top values and determine the interdependencies among them to develop a *values structure*. You will gain a rich and accurate understanding of what matters to your employees.
2. Proceed with these in the process of identifying your organizational values.

Step 2: Identify strategy-driven key priorities

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Method

This is the top-down part of the process:

1. Ask yourself “What is the most important thing the organization can do to achieve its strategy?” The response will help you align your official values with your organization’s mission.

Tip: To achieve success with organizational values, the chosen values should support the corporate strategy and be held and lived by your employees.

Step 3: Look for values “candidates” that serve the strategy and resonate with individuals

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Method

1. With a summary of the key strategic priorities identified in Step 2, and the results of Step 1, generate multiple “candidates”* for value statements.
2. Generate as many possible statements as you see fit before sharing them with the organization.

***Tip:** These should resonate with employees and be relevant to the implementation of the organization’s strategy.

Step 4: Evaluate the values candidates

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Method

1. Give everyone in the organization a voice* and consider their feedback in determining the organization's values, in order to boost commitment.
2. To assess and narrow-down the values candidates, invite employees to rank values based on the trueness and usefulness for the organization, their own preferences or e.g., to identify their top five.

***Tip:** Be as inclusive as possible – any member of the organization whose input is significant to its ultimate success should be invited to contribute.

Step 5: Revise the top-ranking candidates to generate a final set of corporate values

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Method

1. Form a small team or task force, including leadership members for substantive judgements.
2. Generate a final set of organizational values based on the candidates from Step 4, and (re)phrase the value statements in a way that will tie into your organization's mission.

Impact that matters.