



Window on Work Values Profile

PERSONAL DISCOVERY WORKBOOK



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Introduction

Preface

The Window on Work Values is a model I developed to help you understand how your behaviour at work is influenced by your values. Over many years I gathered worldwide data on the core values that are major influences in the workplace. I was able to distil the results into a simple model that maps the major work values into a continuous circle of value types, represented as a rose window with eight windowpanes.

This workbook is designed to be used in conjunction with your Windows on Work Values Profile which has been generated from your responses to the 64 items in the Window on Work Values Profile Questionnaire. The result is a hierarchy of value types shown as percentages on the various sectors of the model. Those with higher percentages are more important to you whereas those with lower percentages are less important.

The first section introduces the concept of values and relates them to the Workplace Behaviour Pyramid. It provides information about the eight value types in order to help you understand yourself and identify any difficulties you may have with colleagues at work.

The second section deals with the results from the Values Alignment activity which is available to complete in the Diagnostic Tools section of your TMS.Global profile page. Here you can look at how well your personal values compare with those of your team, business unit or organisation.

The third section focuses on Team Values, enabling your team to develop a Team Values Statement. This statement should contain agreed ground rules and acceptable behaviours for team members to follow.

The Window on Work Values Profile is designed to help you review the way you interact with others at work. If possible, share your data with colleagues and ask them to comment on any aspects that might impinge on them. Learning is a lifelong experience and this Profile enables you to take another look at yourself.

Dr. Dick McCann
Team Management Systems Author

The Theory

What are values?

Values are concepts or beliefs that:

- pertain to desirable end goals or behaviours
- transcend specific situations
- guide selection or evaluation of people, behaviour and events
- are ordered by importance relative to other values to form a system of value priorities

Values will drive our decision-making and cause us to summon up energy to preserve what we believe in or what we want to defend. As such they can be principal determinants of behaviour. Often major sources of conflict and disillusionment are due to mismatched values.

This Profile measures the key values likely to be important to you at work. They are described in terms of eight core value types that relate to an end goal or a motivational concern.

The Workplace Behaviour Pyramid

The Workplace Behaviour Pyramid shows the three levels of workplace behaviour that build a complete picture of the different ways that people approach work.

Preferences are at the apex of the Pyramid because they are readily visible to others and are often the first thing we notice – ‘He’s rather quiet, isn’t he?’ or ‘She never stops talking’. Some people prefer to think things through on their own whereas others need to talk out loud to clarify their ideas. Preferences measure ‘what people are like’ rather than the intentions behind their behaviour. They are also subject to a degree of variability dependent upon the situations faced. Preferences at work are best measured by the Team Management Wheel.

The middle layer of the Pyramid addresses the way people approach risk. The behaviours associated with this operate at the middle level of the human psyche. They are not as easily recognisable as preferences and can be influenced to some extent by the work environment and the attitudes of colleagues. Some people will focus on the opportunities and ignore obstacles whereas others will see obstacles as more important. People’s approach to risk can be measured by the Opportunities-Obstacles Quotient (QO₂TM).

At the base of the Pyramid are values. Values are more difficult to observe in others, as they are inner concepts often buried in the human psyche and not readily accessible by the conscious mind. However values do explain the intentions behind people’s behaviour. We refer to our values when we want to justify our choices or actions as legitimate or worthy.

Whereas we are often willing to work on tasks that don’t match our preferences, we are much less likely to compromise when our values are under threat. In these circumstances we are likely to take action to defend our values from violation as well as promoting them to others.

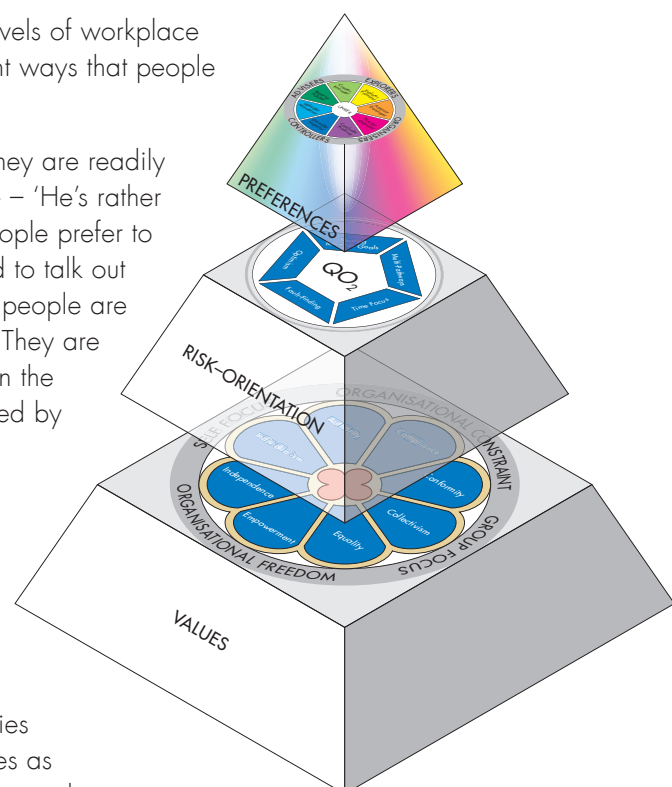


Figure 1: Workplace Behaviour Pyramid

The Window on Work Values

In developing a model of workplace values, I have focused on values where the primary content aspect is the type of goal or motivational concern that the value expresses. The end result is the Window on Work Values model, which is useful to help understand the differing values that drive people in the workplace. It has been built up from individuals' responses to many questions defining work activities or situations that they value. Values group together in clusters of eight value types which are depicted as windowpanes, rather like those in the rose windows of many European cathedrals.

The Window on Work Values model has four quadrants divided by two independent axes. Running east-west through the window is the axis which focuses on either the group or the self. Although many people can do both, the results suggest that most people will have a bias one way or the other. The Self Focus value types govern the dominance of personal over group goals. The defining motivations for these value types are actions that further individual gain and foster a hierarchy of differentiation within an organisation. The Group Focus value types have defining goals where the individual is subordinated to the wishes, needs and goals of the group.

Running north-south through the model is the axis defining the organisational environment that people value. On the north side are the values associated with Organisational Constraint while on the south side are the values associated with Organisational Freedom.

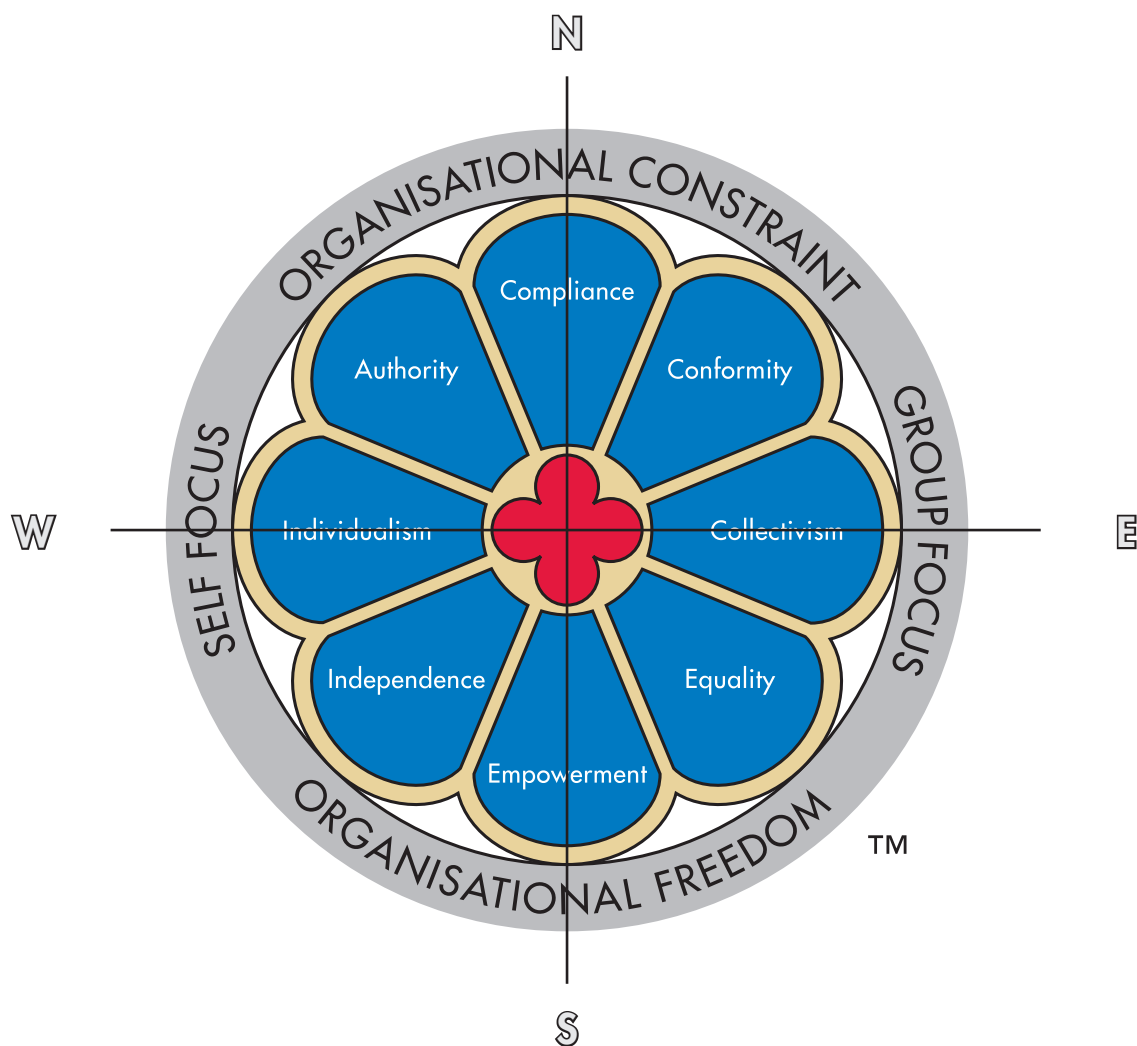


Figure 2: Window on Work Values – Quadrants

Organisational Constraint as a motivational type is derived from the prerequisite for some groups to ensure smooth interaction and group survival, thereby developing a prescriptive set of norms for group members to restrain impulses and inhibit actions that might hurt others. **Organisational Freedom**, on the other hand, is a motivational type with defining goals of independence of thought and action where individual behaviour is unrestricted and people are free to choose their pathways, unfettered by organisational constraints. As such, these two value types are unlikely to be held with equal probability, as the behaviours associated with each are conflicting.

The **Self Focus** value types govern the dominance of personal over group goals. The defining motivations for the Self Focus value types are actions that further individual gain and foster a hierarchy of differentiation within an organisation. The **Group Focus** value types have defining goals where the individual is subordinated to the wishes, needs and goals of the group.

The key Self Focus value type is that of Individualism. People high on Individualism will invest energy in being seen as capable, intelligent and highly competent. They will value self-sufficiency and also the rewards that go with being successful. The work behaviours of those high on Individualism will also depend on the organisational environment they value. People who believe that Organisational Constraints (such as rules, regulations and procedures) are necessary for effective work will hold the Authority value as well, whereas those who desire Organisational Freedom will more likely hold the value of Independence.

The key Group Focus value type is that of Collectivism. Collectivism emphasises the placing of group goals over personal ones. Those who value this highly will want to put others first, support the underdog and work with loyal people who value harmony. Issues such as truth, integrity and fairness feature high on their list. The generation of group opinions and adherence to them are far more important than personal gain. People who value Collectivism highly will use the power of the group to bring individuals into line with group thinking.

Work behaviours of people who value Collectivism will depend to a large extent on their desired working environment. Those who value Organisational Constraint will also hold the value of Conformity. Those who believe in Organisational Freedom are more likely to value Equality.

The Window on Work Values Model helps explain why problems exist within any group of people working together. Value types define core frameworks that people hold and for which they are prepared to expend considerable quantities of energy in either promoting or defending. Most people will hold three or four of the values reasonably strongly and because of the structure of the model these values are more likely to be concentrated in one particular section, giving rise to key value patterns which are useful in understanding and predicting individual and group behaviour.

The eight value types are 'umbrella' descriptors, each containing several values that are related psychometrically and which cluster into the defined value type. A brief description of each value type is given below.

Brief descriptions of the eight core work values

Individualism

Individualism is the value type which focuses entirely on the self. It comprises values held in high regard in many western countries such as the USA, Australia and the UK. A society that values Individualism will idolise the individual and have many role models to which people aspire.

People high on Individualism tend to classify themselves and others by individual characteristics rather than by membership of a particular group. They tend to be driven by the need to be successful and competent, and to receive the individual accolades that go with successful performance. Personal incentives such as performance-related pay and assessment based on individual targets are the hallmark of Individualism. Very often high performers, heroes and champions are sought out for special praise.

Collectivism

Collectivism is the opposite of Individualism being a value type that focuses on the importance of the group rather than the self. People who hold these values will usually put others first and want to work in a way that preserves the functioning of the group and the support that goes with it. Collectivists will want to avoid conflict and often go out of their way to promote harmony. Often they will shield those of less ability and actively support any underdogs.

For collectivists the important words are 'we', 'us' and 'our', compared to words such as 'I', 'me' and 'mine' which reside in the vocabulary of the individualist. Individualists work in a team primarily because it will further their self-interest, whereas collectivists need a team to give them social context, meaning and purpose. The work group is like a family, community or clan which nurtures its members and gives them a sense of belonging. Trades unions are often based on the need for Collectivism within organisations that focus primarily on Individualism.

Although many people give lip service to values such as 'integrity' and 'truth', these are guiding principles to collectivists who will want to behave in ways that align with such values.

Compliance

Compliance is a core value type built around a person's need to work to an agreed set of rules and procedures – the Organisational Constraints. People high on Compliance feel comfortable knowing what they can and can't do and it is this security that enables them to give of their best.

Compliance in the Window on Work Values is mid-way between Self-focus and Group-focus and if this value type is the strongest one then a person holding it will give equal emphasis to both themselves and the group to which they belong. Usually this is manifested by their need to set an example in being obedient, following the rules, sticking to procedures and being stable. Their desire to ensure that their group functions well is shown by their tendency to advocate these values when working with others. If they are in a management position, they will expect team members to also comply with the organisational constraints although they will not push this as strongly as someone who holds predominantly the Authority value.

Empowerment

Directly opposite the Compliance value type is Empowerment. Someone holding this value strongly will insist on Organisational Freedom, where they can have the opportunity to contribute to the organisation, unfettered by unnecessary rules and regulations. They will accept the need for goals and direction but because they hold to the principles of self-reliance and self-accountability, they will want to establish their own constraints in order to pursue outputs and outcomes in their own way.

The Empowerment value type is mid-way between a focus on the self and a focus on the group. A person who scores highly on Empowerment will also value empowerment being passed on to those they manage. They will usually want to work in a way where they can find the best in others and give them personal responsibility. High-scoring Empowerment people are also more likely to value and implement personal development and training programs for their staff.

Authority

The Authority value type comprises a focus on the self, combined with a belief in the need for Organisational Constraints. A strong Authority person will want to work within an organisational hierarchy so that adequate control processes are in place and outputs delivered to maximum quality and minimum cost. They usually believe that people need to be monitored, otherwise inefficiencies may creep in.

The focus on the self means that they may want to put themselves first and be seen to be right in front of others. They usually dislike being proved wrong and may react strongly to situations where they are allowed to 'lose face'. Authority people can be ambitious and because they put themselves first, they may seek out promotion or other job opportunities.

Equality

The Equality value type comprises a focus on the group, combined with the need for an organisational environment that allows a degree of freedom. Equality people value the group and will emphasise the need for tolerance and the acceptance of other people's ideas and beliefs. The need for organisational freedom means they expect to be trusted, and will give trust in return, to those they are managing. To some extent there is an air of altruism about high Equality scorers as they like to work for the benefit of others and have a willingness to forgive.

Independence

The Independence value type is a combination of a focus on the self with the need for an environment that allows Organisational Freedom. In many ways the high Independence person can be seen as a maverick or a 'loose cannon' who values their own creativity and will work with a high degree of self-direction and autonomy. The problem may come when they go off in different directions from those defined by organisational visions or team purposes.

High Independence scorers value making their own decisions and 'doing their own thing'. Material rewards are not necessarily key desires. They would rather have a 'long leash' and the freedom to act in any way they thought might be beneficial. They are even likely to continue working in organisations where remuneration is low provided their independence is ensured.

Conformity

Conformity is the combination of a focus on the group plus the need for an environment of organisational constraints. People high on the Conformity value type will avoid extremes of action and conform to others' expectations of them. Conformity people will not want to stand out from the crowd but fit into the norms of the group, as they need a group in order to give of their best.

Whereas Independence people are more likely to challenge the status quo, Conformity people are happy doing what they are told. They are more likely to want to preserve the organisations' traditions and culture, and if they hold this value strongly they may have a tendency to oppose change.

How do I interpret my results?

Your responses to the 64 questions have been analysed to determine how your work values distribute around the Window on Work Values. If you scored equally in all value types then 12.5% would appear in each sector, indicating that you regard all value types equally. Such a score would be highly unlikely given the research background to the model.

More than likely some scores will be above 12.5% and some will be below, indicating the importance you attach to each value type. Look carefully at your work values hierarchy on page 3 of your Profile which will show you which value types are more likely to influence your behaviour and actions at work.

Some people will have a well-defined Profile with scores over 20% in some sectors and close to zero in others. Others may have a flatter Profile with scores just above and below 12.5% in most sectors. These results tend to reflect how definite you are in what you value in the workplace. Some people are sure of their values whereas others are less certain.

Regardless of the strength of your scores, look at the top three value types in your Profile. These are the ones which are more likely to determine your behaviour at work, and your assessment (for good or bad) of people and events.

What are the implications for my Profile results?

Write down the scores you obtained on the eight values types, ranging from highest to lowest.

1.

2.

3.

4.

5.

6.

7.

8.

Read your Profile carefully and highlight those aspects which you think describe you well.

What points do you agree/disagree with? Record any insights you may have from reading your Profile.

What difficulties might you have had in working with colleagues?

What difficulties might your colleagues have in working with you?

Values Alignment

In your personal **TMS.Global** online site there is an important assessment to complete – Values Alignment.

The Values Alignment Questionnaire allows you to compare the results from your personal Window on Work Values Profile with your assessment of the 'values in use' in your chosen organisation. You can define the 'organisation' any way you like – your team, your business unit, your whole organisation, another organisation, or any other grouping you would like to compare. You may do as many evaluations as you would like.

The Values Alignment Report contains a flag diagram showing how well your personal values align with those of the 'organisation' you have rated. There is also an overall alignment percentage summarising how well your values match your chosen organisation. A high match is over 70% and a low match below 50%. If you have a low match look at the pink and blue flags to consider your next steps.

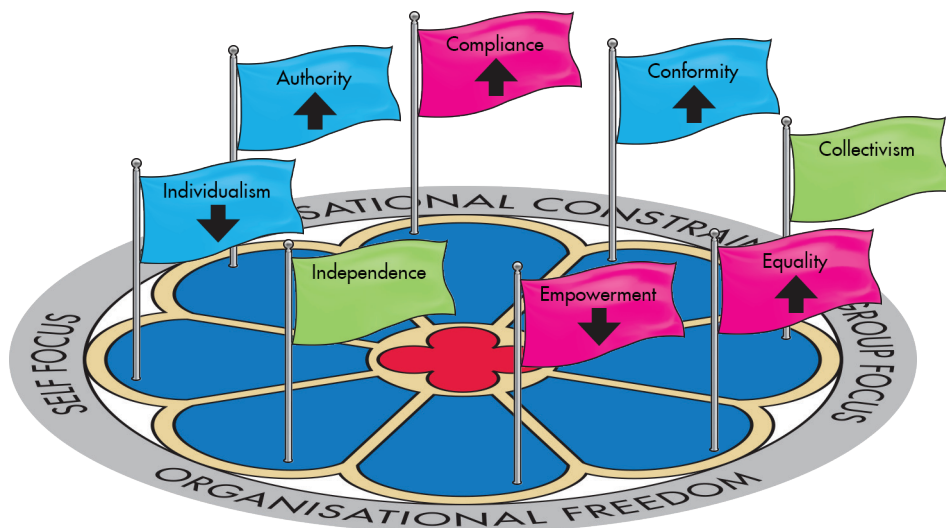


Figure 3: Values Alignment Flag Diagram

Record key points below for the team/business unit/organisation you have rated.

What are the main sectors where there are differences in values?

What are the implications for your current and future role in the team/business unit/organisation?

Comparison with other team members

If there are others in your team that have shared their Profiles with you, summarise their scores in the Table below.

	Team Members						
Value Types							
Individualism							
Collectivism							
Compliance							
Empowerment							
Authority							
Equality							
Independence							
Conformity							

What problems do you think might arise from the different Profile distributions in your team?

If you have the opportunity to discuss these potential problems with other team members record any key points arising.

Possible areas of conflict

Values are personal standards for judging the behaviours of yourself and others. Many conflicts at work can be traced back to people holding opposing values as defined by the Window on Work Values. When you are interacting with people whose main values are in the opposite windowpanes to yours you may need to be aware of the reasons why conflict can occur. Figures 3-6 list some of the determinants of behaviour that can cause conflicts between opposing sectors of the Window.

Organisations that value Empowerment and Equality are often identified by an open system of management where there is a readiness to listen to ideas, no matter how radical, and where people are encouraged to learn from their mistakes. Authority and Compliance organisations tend to have a hierarchical system of management where leaders take charge. There tends to be a system of strong line management following an agreed business plan. Organisational structure and accountability are unambiguously enforced.

High Authority	High Equality
<ul style="list-style-type: none">• It is important to be seen to be right in front of others.• Likely to have a lower tolerance for people with opposing beliefs and ideas.• Will be ambitious and take every opportunity to push themselves forward for promotion.• Will respond well to feedback that highlights their prowess in leadership activities.	<ul style="list-style-type: none">• Respond best to people who show tolerance.• Expect people to be treated equally and fairly.• Do not enjoy conflict and will have reduced motivation and commitment in such circumstances.• Appreciate people who can show forgiveness.

Figure 3. Key differences between Authority and Equality

High Compliance	High Empowerment
<ul style="list-style-type: none">• Will expect people to respond to the organisational hierarchy and obey orders.• Likely to check up on you to ensure that their orders have been carried out.• Will usually insist in following the organisational procedures.• Value stability and are unlikely to take kindly to those who 'rock the boat'.	<ul style="list-style-type: none">• Will not enjoy following detailed orders and prefer to develop their own way of delivering results.• Usually don't appreciate people checking up on them to ensure they have complied with orders.• Like to be consulted on key issues and to have an input in the decision-making process.• Work best when they are trusted and given either individual or group responsibility for outcomes.

Figure 4. Key differences between Compliance and Empowerment

Organisations that value Independence highly are often those where individual creativity and having fun while working are part of the culture. Start-up companies developing new technologies often have an initial culture where this value is upheld. Organisations valuing Conformity may have a culture where there is an emphasis on the past and a reluctance to take risks.

In a Collectivism organisation there is often a preference for many meetings, where issues are debated until there is group consensus. However once there is agreement then implementation often proceeds quickly. In an organisation valuing Individualism people are encouraged to achieve alone and take personal responsibility for their decisions. Senior management in organisations valuing Individualism often have accountability to make major decisions and can commit the organisation to decisions without an elaborate process of seeking approval through a long series of to-and-fro meetings. Features of strong Individualism are the ability to move fast and close a deal.

High Conformity	High Independence
<ul style="list-style-type: none"> • Will exercise self-restraint and make allowance for their needs to work within the defined rules and regulations of their organisation. • Show respect for the hierarchy that may exist within any group. • Accept that stability is the preferred way and avoid radical changes. • Will avoid extremes of action and accept the current situation rather than moving to change it. 	<ul style="list-style-type: none"> • Value freedom of thought and freedom of action. • Will want to exercise their own creativity and will not respond well to those who restrict them. • Will give of their best when allowed to 'do their own thing'; may push for radical change. • Will want to formulate their own goals and have the autonomy to pursue them.

Figure 5. Key differences between Conformity and Independence

High Collectivism	High Individualism
<ul style="list-style-type: none"> • Need time to consult with other members of the team or group to ensure that everyone's needs are discussed, before agreeing to decisions. • Value lasting relationships, and are unlikely to give of their best unless there is a strong bond between you and them. • Will not appreciate singling out individuals and showing them favouritism, without recognising and praising the work of the whole group. • Will not act in a way that causes a member of the team or group to be humiliated in front of others. 	<ul style="list-style-type: none"> • Will tend to make decisions on their own without necessarily referring back to the group. • Will respond well to delegated authority where they are the responsible and accountable person. • Usually respond well to pay incentives and recognition that singles them out from the group. • Will constantly look for employment that meets their own individual needs and so their job mobility may be high.

Figure 6. Key differences between Collectivism and Individualism

Team Values and Ground Rules

For a team to function at an optimum level it is important that there is an agreed set of shared values. When a team agrees on its core values it is easier to deal with conflict situations. Team members can then pull in the same rather than different directions. Without agreed common values, problems are likely to arise.

The first step in this process is to decide on the key values that define the way the team should work. Then team members need to develop team ground rules of behaviours and actions that will support these key value types. To help this process a list relevant to each value type is shown below. After discussing these behaviours and actions with your team members, record the key points that team members agree are important to them.

Compliance Value Type

Check list relating to this value type:

- Job Security
- Compliance with decisions
- Ensuring people follow directions
- Stability
- Compliance with rules and regulations
- Obedience – following orders
- Having a clearly defined strategy and cascading detailed business objectives throughout the organisation
- Following procedures
- Evaluating performance against targets and key actions
- Business imperatives

Conformity Value Type

Check list relating to this value type:

- Doing what I am told
- Preserving the organisation's traditions and cultures
- Conforming to others' expectations of me
- Respect for the organisational hierarchy
- Avoiding extremes of action
- Workplace safety
- Self-restraint
- Using time wisely
- Conforming to team decisions

Collectivism Value Type

Check list relating to this value type:

- Integrity
- Willingness to help others
- A focus on team goals rather than personal agendas
- Fairness
- Truth
- Loyalty
- Not upsetting others and encouraging harmony
- Rewarding the whole team, not just individual team members
- Consensus on decisions wherever possible
- Confidentiality within a group or team

Equality Value Type

Check list relating to this value type:

- Everyone brings value, talent, skill and resources to the team
- Tolerance of differing beliefs and ideas
- Having close supportive colleagues
- Honesty
- Giving equal opportunities to all
- Trust
- Willingness to forgive
- Open communication and sharing of information

Empowerment Value Type

Check list relating to this value type:

- Finding the best in others
- Self-accountability
- Being dependable (e.g. attending meetings fully prepared)
- Giving and receiving the opportunity to contribute
- Taking and giving personal responsibility
- Self-reliance
- Allowing people to learn from mistakes in a positive way
- Readiness to listen to anyone's ideas

Independence Value Type

Check list relating to this value type:

- Encouraging individual creativity
- Deciding what I do
- Formulating my own goals
- Autonomy
- Freedom of action
- Doing my own thing
- Freedom to make own decisions
- Having fun
- Variety
- Excitement
- Curiosity

Individualism Value Type

Check list relating to this value type:

- Self-sufficiency
- Individual competence
- Setting and delivering challenging targets
- High individual rewards for excellence
- Being seen as capable and intelligent
- Succession planning
- Self-direction
- Being successful
- Opportunities for personal learning
- Ambition

Authority Value Type

Check list relating to this value type:

- Being in control of those who are direct reports
- Having a leadership role
- Acceptance of line management authority in pursuit of an agreed business plan
- Working for material rewards
- Being seen to be right in front of others
- Actively seeking promotion
- Organisational structure and accountability unambiguously enforced
- Focus on individual strengths
- Competition
- Exercising power
- Status
- Influence

Record below any points agreed in your discussions with other team members

Team Ground Rules

As a basis for developing a Team Values Statement record here the ground rules of behaviours and actions that your team supports. These will form the basis of your Team Values Statement.

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

11.

12.

13.

The final step is to use the list of ground rules for the team to develop a Team Values Statement along the lines of the examples listed below. These were developed by two organisations who followed the Window on Work Values process to create their own Team Values Statement.

Team Values Statements

MANUFACTURING TEAM

In terms of the Window on Work Values our team holds most strongly the value types of *Empowerment* and *Equality*. As such we aim to focus on the needs of our group working with a high degree of organisational freedom. We also support the value types of *Independence* and *Individualism* which encourage team members to meet their own needs while supporting one another to achieve the team goals.

In support of the values comprising these value types we agree on the following ground rules that will guide the behaviours and actions of our team.

- There will be open and effective communication
- We will focus on our individual strengths and assign tasks accordingly
- We respect confidentiality of discussion
- Full participation is expected by each team member
- Time is to be wisely
- We will come to meetings fully prepared
- There will be a focus on team goals before personal agendas
- We acknowledge that everyone brings value, talent, skills and resources to the team
- Wherever possible we should have 'fun'
- We encourage and respect different ideas
- We are open to new ideas and will listen supportively
- We will help one another
- Failures are to be learnt from in a positive way
- Personal learning is to be encouraged
- We agree to share all our information, for the benefit of the team
- Individual rewards are important to us but we recognise the need to establish a system of team rewards
- As group of individuals we expect each person to have a high degree of self-direction and autonomy working within the agreed corporate guidelines.

LEADERSHIP TEAM – FOOD INDUSTRY

In terms of the Window on Work Values our team holds most strongly the value types of *Empowerment*, *Independence* and *Individualism*. As such we aim to focus on the needs of our group working with a high degree of individual freedom to meet organisational expectations. We also support some aspects of the *Authority* and *Equality* value types, insofar as there should be equality of opportunity within an agreed framework of line management authority. We encourage team members to meet their own needs while supporting one another to achieve team goals.

In support of the values comprising these value types we agree on the following ground rules that will guide the behaviours and actions of our team.

- Our team will be fair, tolerant and trusting and be seen by others to have these qualities.
- We acknowledge that everyone brings value, talent, skills and resources to the team.
- We support gender and ethnic balance and without compromising on quality will move towards a recruitment policy implementing this.
- We will develop a clearly defined strategy and cascade detailed business objectives throughout the group.
- We will use a personal development program to develop key actions and to obtain buy-in to deliver objectives.
- Effective and open communication is important to us.
- We will come to meetings fully prepared.
- Team-building is important to us and we will encourage team development for senior and other teams, using the Team Management Wheel. We will also encourage the sharing of PIRs within teams.
- Full participation is expected by each team member and we accept the right of anyone to make and respond to any respectful challenge.
- There will be a focus on team goals before personal agendas.
- We will regularly measure performance against targets and key actions.
- Within these performance measures managers will have scope in how the actions are delivered.
- We encourage and respect different ideas.
- We are open to new ideas and will listen supportively.
- We support periodic brain-storming sessions.
- We will help one another.
- Failures are to be learnt from in a positive way.
- Personal learning is to be encouraged.
- We agree to share all our information, for the benefit of the team.
- Individual rewards are important to us, but we recognise the need to establish a system of team rewards.
- As a group of individuals, we expect each person to have a high degree of self-direction and autonomy working within the agreed corporate guidelines.
- We expect to have challenging targets.
- We support public recognition of success and will develop ways to implement this.
- Induction processes on joining or undertaking a new role should be formalised.

Record here key sentences that you and/or your team would like to have as part of your team's values statement.

It's important for you to check the alignment of your values hierarchy with the agreed shared team values. If there is a mismatch then you may find it difficult to work to the ground rules. This **Ecological Check** highlights any tendency team members may have to act against the agreed shared values.

Do my personal values align with the ideal team values we have just agreed to?

How might my values hierarchy support or impede our attempt to work as a team?

What ground rules am I most likely to violate?

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About the Author



With a background in science, engineering, finance and organisational behaviour, Dick McCann has consulted widely for organisations such as BP, Hewlett Packard and Hong Kong & Shanghai Bank.

He is co-author of *Management: Practical New Approaches* with Charles Margerison; author of *How to Influence Others at Work*, the *TMS E-Book Series* and *The Workplace Wizard: The Definitive Guide to Working with Others*; and co-author with Jan Stewart of *Aesop's Management Fables* and *The Half-Empty Chalice*.

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