

APPENDIX 7: ESTABLISHING CORE VALUES

The concept of core values is generally thought of in corporate terms. Business strategies to define the culture of the company and establish the brand of that company. The following is a quote from the National Park Service website:

The core values of an organization are those values we hold which form the foundation on which we perform, work and conduct ourselves. We have an entire universe of values, but some of them are so primary, so important 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 values underlie our work, how we interact with each other, and which strategies we employ to fulfill our mission. The core values are the basic elements of how we go about our work. They are the practices we use (or should be using) every day in everything we do.

CORE VALUES:

- Govern personal relationships
- Guide business processes
- Clarify who we are
- Articulate what we stand for
- Help explain why we do business the way we do
- Guide us on how to teach
- Inform us on how to reward
- Guide us in making decisions
- Underpin the whole organization
- Require no external justification
- Essential tenets

CORE VALUES ARE NOT:

- Operating practices
- Business strategies
- Cultural norms
- Competencies

From Glen Smith Executive Coaching:

- They determine your company distinctive. What makes you different from everyone else in your industry or in your field? What differentiates you? One way to do this is with your core values. You want to be clear about what those are.
- They dictate personal involvement and alignment. When you go to hire staff and employees, you want people who are in alignment with your values. You can always train them in skills. But they must be in alignment with your core values.
- They communicate what is important. What's important to you, the employees, and the company can be clarified in your values for your clients and customers to see.
- They influence overall behavior. The core values influence how the staff here at Gringos act, and you can see it. They live it out, and you want that to happen in your company.
- They inspire people to action. People take positive action because they aspire to live up to those core values.
- They contribute to the overall success of the organization.
- They shape the organizational culture.

For the local church, determining Core values is essential for a number of reasons:

- Defines your character as a church
- Keeps us on track with the vision strategy
- Sets a standard for success assessment
- Aids in the agreement and alignment process
- Helps to define common expectations