

Core Values

Transforming The Organization Series

Values-based leadership begins with identifying core values.

Core values are the basic principles which we have chosen to guide our actions. Core values define beliefs, standards, and acceptable behaviors. Once determined and communicated throughout the organization, the values guide and govern the decisions and actions of the individuals and the organization. The core values shape the organizational culture and the behavior and actions of all who are associated with that organization.

Core values provide the framework for decisions, priorities, and actions. Some examples of organizational core values are:

- ♦ Our integrity has no room for error.
- ♦ We will conduct our business honestly.

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The Top 10 Qualities Of An Excellent Manager

An excellent manager taps into talents and resources in order to support and bring out the best in others. An outstanding manager evokes possibility in others.

1. Creativity

Creativity is what separates competence from excellence. Creativity is the spark that propels projects forward and that captures peoples' attention. Creativity is the ingredient that pulls the different pieces together into a cohesive whole, adding zest and appeal in the process.

2. Structure

The context and structure we work within always have a set of parameters, limitations and guidelines. A stellar manager knows how to work within the structure and not let the structure impinge upon the process or the project. Know the structure intimately, so as to guide others to effectively work within the given parameters. Do this to expand beyond the boundaries.

3. Intuition

Intuition is the capacity of knowing without the use of rational processes; it's the cornerstone of emotional intelligence. People with keen insight are often able to sense what others are feeling and thinking; consequently, they're able to respond perfectly to another through their 'deeper understanding'. The stronger one's intuition, the stronger manager one will be.

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- ♦ Our “customers” must always be treated respectfully.
- ♦ We believe that our employees are the key to our success.
- ♦ Our actions will evidence trust, credibility, uncompromising integrity, and dignity of the individual.
- ♦ We believe that our first responsibility is to our patients.
- ♦ We believe in our employees and will create an environment that fosters respect, fairness, and opportunities for personal and professional growth.
- ♦ We pledge to provide the finest personal service and facilities for our guests who will always enjoy a warm, relaxed, yet refined, ambience.

Walt Disney World. Where magic lives.

The four values of Disney: Safety, Courtesy, The Show, and Efficiency are known and understood by all employees. Furthermore, they are ranked so that they can clearly guide the actions and decisions of everyone throughout the Disney organization.



The Quality Principle of Mars, Inc., “The consumer is our boss, quality is our work, and value for the money is our

goal,” has the same benefit for everyone who is associated with that company.

See our next article on **Identifying Values** in the *Transforming The Organization Series*.

If you missed any of the past articles in this series contact us today at Harry Gilligan & Associates 413-596-4830 or E-mail hgilligan@harrygilligan.com

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4. Knowledge

A thorough knowledge base is essential. The knowledge base must be so ingrained and integrated into their being that they become ‘transparent’, focusing on the employee and what she/he needs to learn, versus focusing on the knowledge base. The excellent manager lives from a knowledge base, without having to draw attention to it.

5. Commitment

A manager is committed to the success of the project and of all team members. She/he holds the vision for the collective team and moves the team closer to the end result. It's the manager's commitment that pulls the team forward during trying times.

6. Being Human

Employees value leaders who are human and who don't hide behind their authority. The best leaders are those who aren't afraid to be themselves. Managers who respect and connect with others on a human level inspire great loyalty.

7. Versatility

Flexibility and versatility are valuable qualities in a manager. Beneath the flexibility and versatility is an ability to be both non-reactive and not attached to how things have to be. Versatility implies an openness – this openness allows the leader to quickly ‘change on a dime’ when necessary. Flexibility and versatility are the pathways to speedy responsiveness.

8. Lightness

A stellar manager doesn't just produce outstanding results; she/he has fun in the process! Lightness doesn't impede results but rather, helps to move the team forward. Lightness complements the seriousness of the task at hand as well as the resolve of the team, therefore contributing to strong team results and retention.



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9. Discipline/Focus

Discipline is the ability to choose and live from what one pays attention to. Discipline as self-mastery can be exhilarating! Role model the ability to live from your intention consistently and you'll role model an important leadership quality.

10. Big Picture, Small Actions

Excellent managers see the big picture concurrent with managing the details. Small actions lead to the big picture; the excellent manager is skillful at doing both: think big while also paying attention to the details.

Originally submitted by Jan Gordon, LCSW, Executive, Career & Personal Coach, who can be reached at jan@qualitycoaching.com. Copyright 2000-2003 CoachVille, LLC.



Power Words



Rapacious (ruh PAY shus) adj. - greedy; plundering; avaricious

Example: Wall Street investment bankers are often accused of being rapacious, but they claim they are performing a valuable economic function.

Proselytize (PRAHS uh luh tyze) v. - to convert (someone) from one religion or doctrine to another; to recruit converts to a religion or doctrine

Example: The former Methodist had been proselytized by a Lutheran deacon.

Rancor (RANG kur) n. - bitter, long-lasting ill will or resentment

Example: The mutual rancor felt by the two nations eventually led to war.

Personal empowerment, productivity and profitability issues in your organization are more strategically important than ever. Partnering with Harry Gilligan & Associates will provide you the processes, systems and support you need to achieve superior results and meet desired goals.

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ONE MINUTE IDEAS

Right-Click Tip

Did you know that the right mouse button extends the functionality of many programs? Try right-clicking over a web page or an icon on



your desktop, and you

will see various options and settings at your fingertips. Many programs offer easy access to popular features as well, so give it a try!

Printing A Web Site, Page By Page

So you want to print only a certain page of a long web site. In Netscape, select 'File->Print Preview'.

Find the page that you wish to print. Select 'Print' from the top menu and



specify that page to print in the 'Print range' dialog box (*example: from 2 to 2 in order to print page 2*).

"The reward of a thing well done is to have done it."

— Ralph Waldo Emerson

Web Site Of The Month!



Workplace violence has emerged as an important safety and health issue in today's workplace. Its most extreme form, homicide, is the third-leading cause of fatal occupational injury in the United States. This U.S. Department of Labor site provides a collection of links to brochures and reports about workplace violence, covering facts and statistics, prevention, OSHA compliance, training, and other topics.

Check it out at: <http://www.osha-slc.gov/SLTC/workplaceviolence/index.html#Recognition>

U.S. Department of Labor



“Do not follow where the path may lead. Go instead where there is no path and leave a trail.”

— Unknown

“Destiny is not a matter of chance; it is a matter of choice.” — Oliver Wendell Holmes

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