



Values Assessment Process

Objective: To gauge the uniformity & alignment with stated business goals of an organization's core values – as perceived by its employees.

As organizations become more complex, it is not uncommon for them to *wrestle* with their values. This is especially true in light of the steady volume of mergers and acquisitions activity. Organizations today must operate with a core set of values, and equally important, those values must be both unified and aligned with the company's stated business objectives.

About the Process

Most organizations have values. Sometimes the values are implicit – the organization's stated values are framed and displayed in various locations throughout their facilities; other times, the values are explicit. The question is: Are those values being lived and breathed every day by the employees of the company?

ExecuSurv's Values Assessment Process aims to evaluate the alignment between the stated values and their practical application in the workplace. Our proven process involves three steps:

1. ExecuSurv works with your organization to better understand its stated (or aspirational) values. We utilize a number of creative methodologies to better understand the "flavor" of the organization's values. A stated value does not mean the same thing to all organizations.
2. ExecuSurv works behind the scenes to develop a customized survey to measure the extent to which the organization's values are in place. The critical component of this process is that the survey centers around **behaviors** associated with the values – not the values themselves. By way of example, as a value, RESPECT can't be measured. However, employees can be surveyed on the extent to which they observe specific behaviors commonly associated with RESPECT.
3. The survey is deployed via ExecuSurv's web-based system, data is collected, and the results are shared with the organization's senior management.

With the results from the survey, the organization is in a position to make informed decisions that strengthen and unify its corporate values.. Ultimately, the organization's values will be congruent with – and, in fact, reinforce – its business objectives.

Sample Items

Results Orientation

- In our organization, results are the ultimate measure of our success.
- There is a strong awareness of the company's business goals.

Innovation

- People have the autonomy to explore better ways of doing things.
- People in the company think out of the box.

Excellence

- Everyone puts in extra effort to assure quality and consistency throughout the organization.
- People go above and beyond for their clients.

Customer Focus

- We make a real effort to provide better products and services to the company's customers.
- People form meaningful, productive relationships with their customers.

Integrity

- Employees in our organization demonstrate ethical and moral conduct at all times.
- People share data appropriately and protect confidential information.

Accountability

- People take ownership for their words and actions.
- Employees in my department admit and learn from mistakes.

Language Options

Custom Value Assessments can be conducted in any language, including symbol languages.



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A Case Study

Company X approached ExecuSurv with a need to assess the prevalence and strength of their organizational values within the organization. While their values were clearly stated and prominently displayed throughout their facilities, they weren't sure to what extent the values were applied to daily operations. In order to assist ExecuSurv in the design of the survey instrument, Company X created a task force of a few members of the organization with different backgrounds.

The process began with an analysis of the foundational values. We met with the task force and spent some time drilling down to the fundamentals of each value. In other words, we asked the members exactly what each value meant to them.

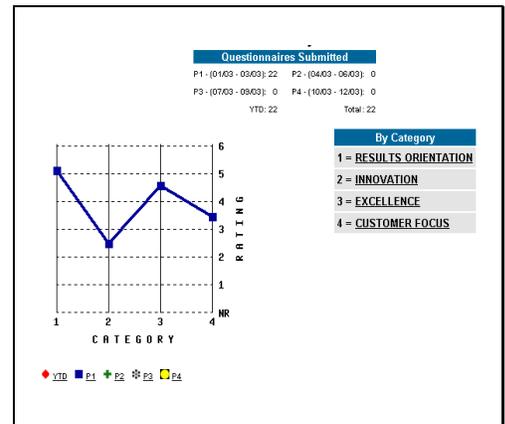
The next step of the process was to develop the questionnaire. We started with one value, simply to make sure that Company X approved of the direction we were taking before we took on the rest of the values. The approach we took was a little different from the traditional method of question development. Instead of asking questions that pertained to the value explicitly, we chose to develop questions about behaviors that would indicate that the value is in place. For example – for Innovation - instead of asking, "People at Company X are innovative thinkers," we asked questions like, "People at Company X find creative ways to keep the company in the minds of clients and prospective clients," and "People at Company X feel comfortable challenging the status quo and are regularly expected to do so." This way, the survey respondents would have specific behaviors to pinpoint and analyze, rather than nebulous concepts.

The response from Company X was overwhelmingly positive, so we used the same approach to develop the questions for the remaining values. Once the questions were finalized, the instrument was deployed on our web-based survey system. The employee population was asked to complete the survey within one week. The response rate was almost 100%.

Ultimately, Company X was extremely pleased with the survey data. Because of the ease of the deployment process, Company X decided to run their foundational values survey every six months. In doing so, they have adopted an extremely efficient means of keeping their finger on the "pulse" of the organization and ensuring continued alignment with its values and business goals.

About ExecuSurv

Founded in 1996, ExecuSurv traces its roots back to an established Organizational Development consulting firm. The principals of the firm recognized that the Internet could be leveraged as a channel of communication, greatly increasing the efficiency and effectiveness of data gathering. ExecuSurv began development of its survey platform in 1997, deployed its first survey in 1999, and is positioned today as one of the only companies of its kind that can deliver proven web-based survey applications in combination with the experience and expertise to help organizations manage the overall survey deployment process.



The Technology

The technology that underlies our survey applications is web-native and 100% proprietary. It was designed with the singular intention of gathering data online. The system has a built-in set of user-friendly data analysis tools, which includes:

- Demographic segmentation
- Longitudinal comparison
- Average score by category (*shown above*)
- Average score by question or item
- Score distribution by question
- Demographic segment ratings against overall company norm.
- Responses to open-ended questions

The system resides on ExecuSurv's secure server, hosted in one of Southern California's most prominent co-location facilities. The data is stored on an SQL server. Our team fully administers the deployment of each survey, so no administrative or IT resources are required of the client.

Additional Services

- ✓ Custom Deployments
- ✓ Data Analysis and Reports
- ✓ Paper Survey Processing