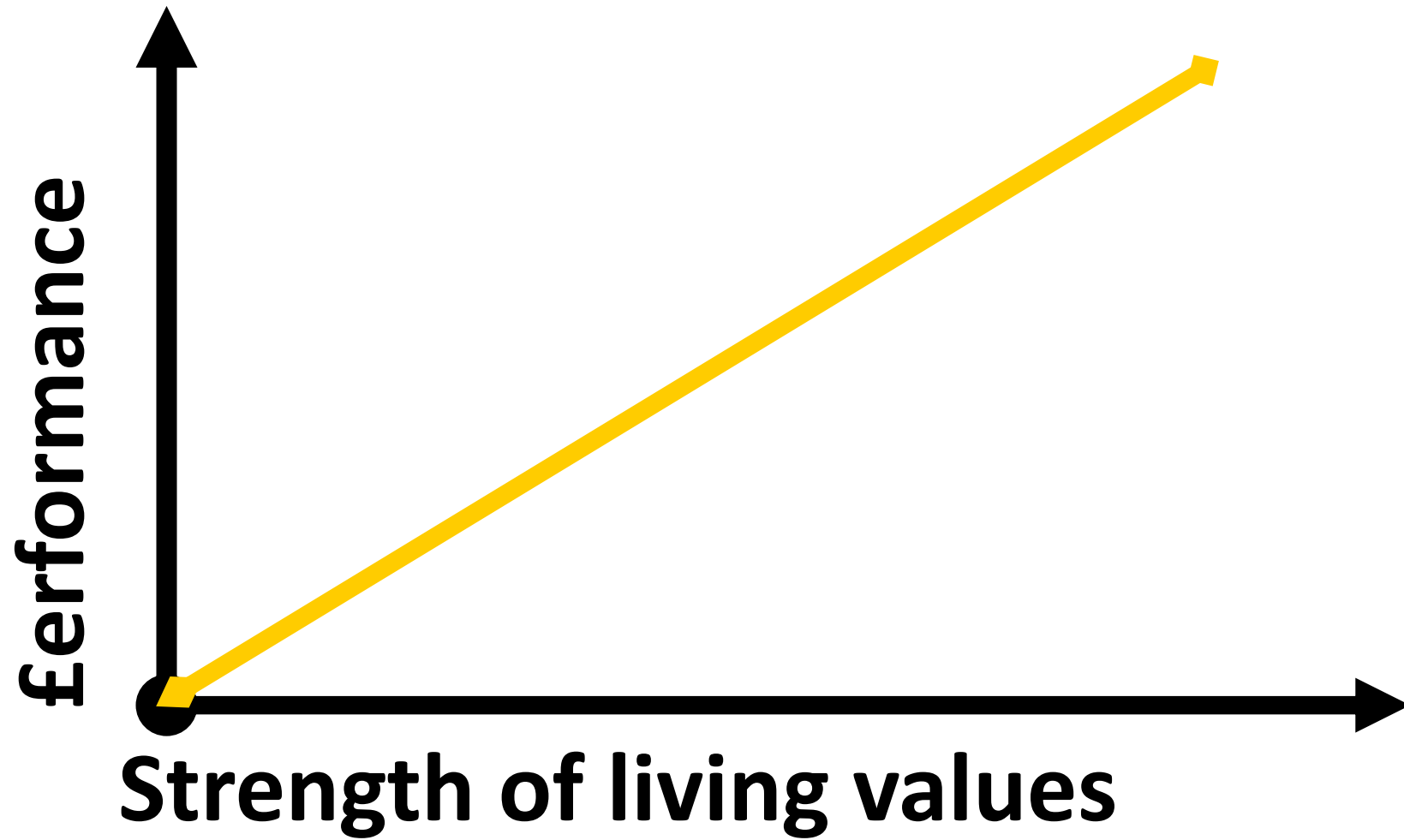
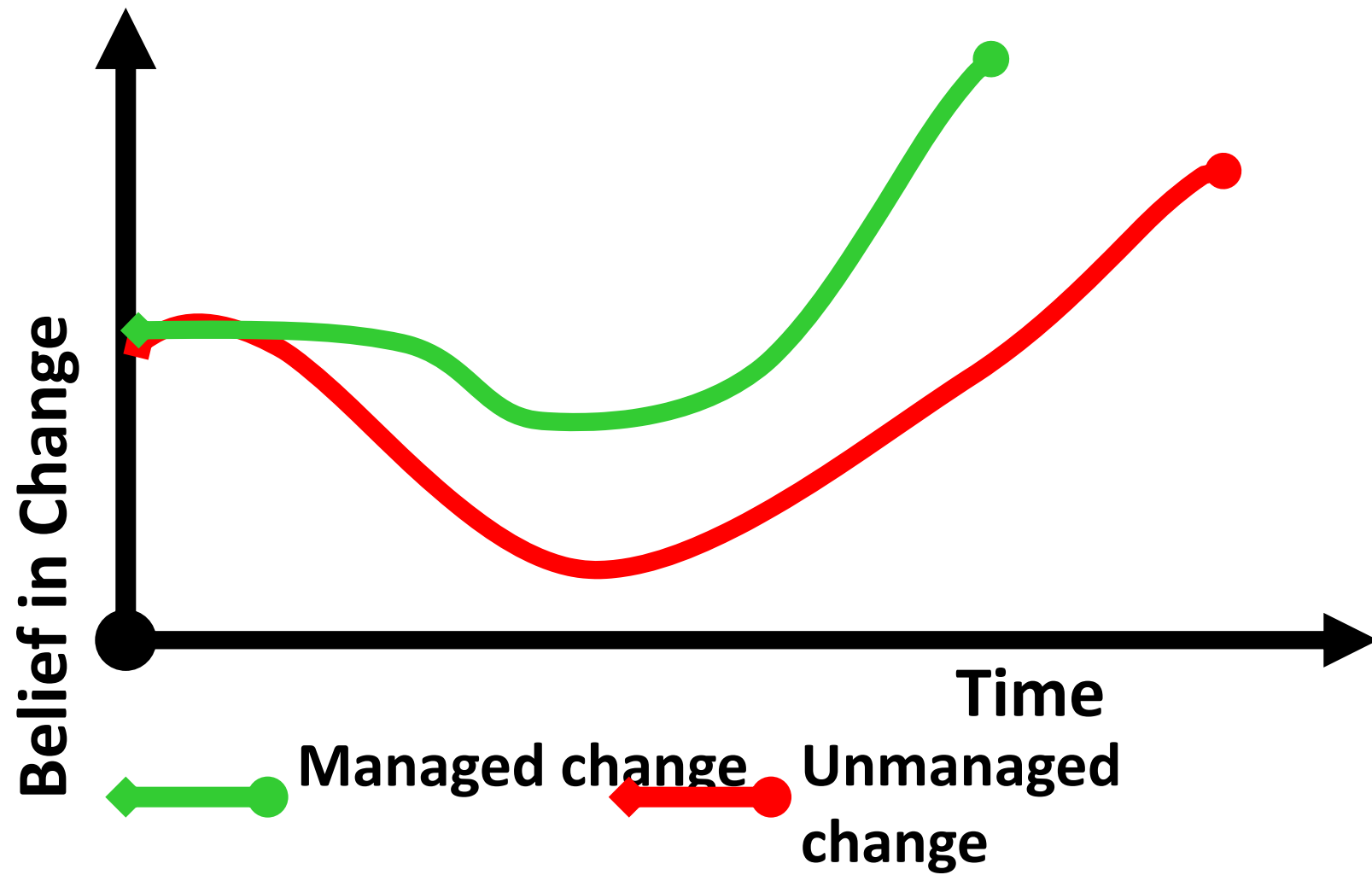


It is the **co-operative development & consistent practice** of its values, not the values themselves that gives the organisation a **sense of purpose**, a **revitalising energy** and the **will to succeed**

Colin Sharman - KPMG



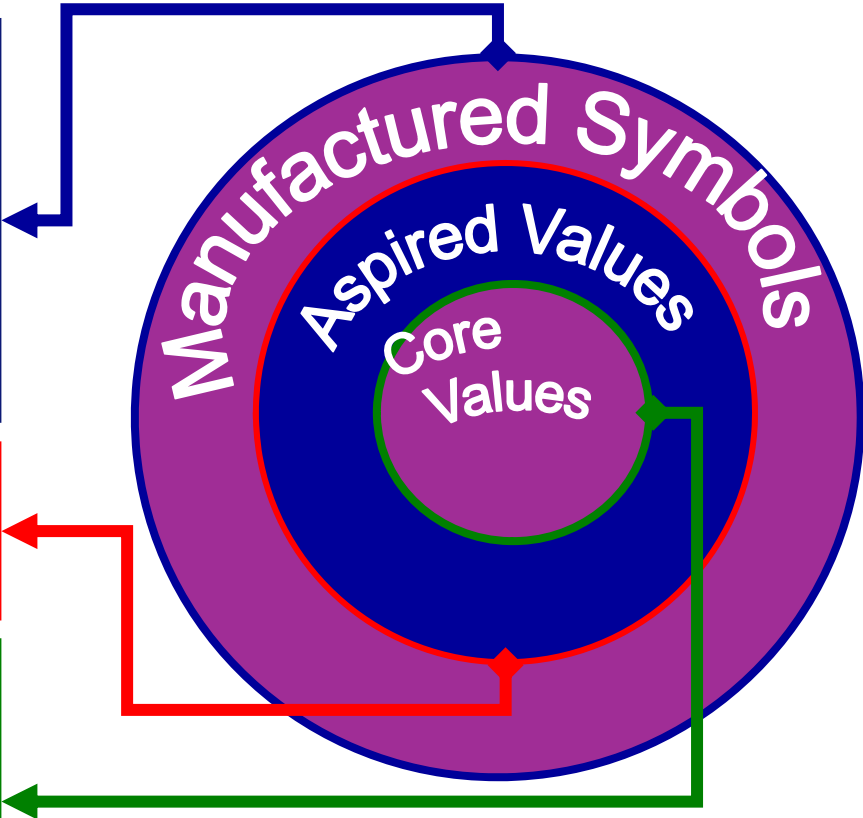


Organisational culture is defined like this

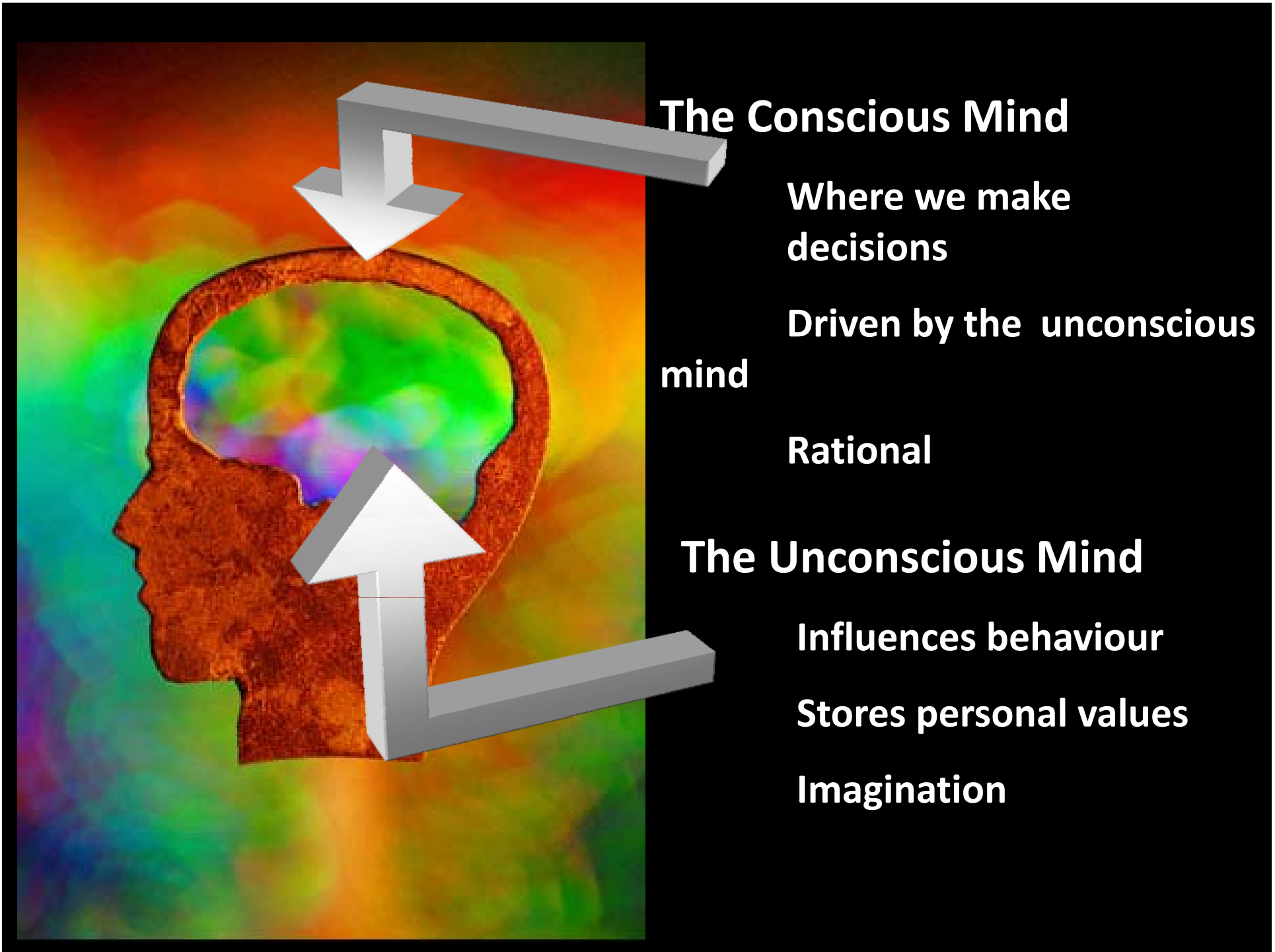
Visual Symbols
= Processes = Initiatives
= Routines = Systems
= Structures = Reward
= Recognition = Heroes & villains

= Conscious strategies
= The way we'd like things to be

= Underlying assumptions
= Unconscious taken for granted
= Culture as it is now
= Perceptions & beliefs



Edgar Schein



The Values Programme

- Short term – over 6-8 months
 - Launch and inform
 - Create awareness
- Medium term – over 18-24 months
 - Create understanding
 - Stimulate behavioural change
 - Back up our processes
 - Measure impact
- Long term – from 24 months
 - Refresh and raise the bar

The Seven Phases of Values

Phase 1 Define values

- Define the values based on feedback

Phase 2 Launch and create awareness

- Communications
- Gadgets
- Cascade
- Posters

The Seven Phases of Values

- Phase 3 Understanding
 - Workshops & recognition
- Phase 4 Processes
 - People & support
- Phase 5 People Performance
 - Ongoing
- Phase 6 Measuring
- Phase 7 Raising the bar