



THE INSTITUTE OF
LEADERSHIP
& MANAGEMENT



Colliding or Aligning: Reconciling organisational and personal values

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The Institute of Leadership & Management is the professional membership body for leaders, managers, coaches and mentors. We believe inspirational leadership holds the key to personal fulfilment, social wellbeing and economic prosperity. By connecting like-minded people, we aim to influence and inform and be the source of pioneering thought leadership and commentary in our field.

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Our research: why now?

Our values determine why we choose to behave in the way we do; authentic leaders know their personal values and how these align with the values of their organisation (Institute of Leadership & Management, 2017).

Values drive how we act, influence the decisions we make, who we trust and many more aspects of our lives (Institute of Leadership & Management, 2018b). Our personal values are often ingrained from our earliest years; instilled by parents, extended family, peers and our education, but as we grow we begin to define our own values and choose which values to hold.

Corporate values set the tone for the moral and ethical behaviour of an organisation. People have ever-increasing expectations about acceptable conduct and, through social media, views on organisational behaviour can spread quickly, rapidly damaging or building reputations (Institute of Leadership & Management, 2018a). Corporate values when used effectively are much more than hyperbole; they have substance which, when lived, create more efficient, effective and productive organisations. Furthermore, where values are encouraged and enacted in daily life, staff become more motivated and more connected to the organisation, producing higher levels of performance (Dearlove & Coomber, 2001).

To establish organisational values, it is best practice to base them on factors that are mutually important and beneficial for both the organisation and employees. Including employees, and even external stakeholders, in values development has a positive impact on creating values that are more easily translated into practice and more readily embraced (Lencioni, 2002). Making this connection between staff and organisational values, and weaving values into the targets and strategies at all levels is motivational

and associated with increased productivity and performance (Lencioni, 2002; Institute of Leadership & Management, 2018a).

While many organisations focus on consulting with staff and may include external stakeholders to confirm and obtain insights or input, the gold standard for developing values is co-production. During co-production there is a move from engagement and reviewing content, to being actively led by people within the organisation who hold the least power, and by those who are served by the organisation. Co-production has proved to be highly effective (Filipe et al, 2017). It is also recognised that the greater the number of people, and the more demographic diversity that is represented, the better the outcomes from co-production are likely to be (Bernadette et al, 2019).

Organisational values are intrinsically linked to trust, loyalty and the expectations of the stakeholders of the organisation (employees, customers, investors etc.). It is therefore important that values are not hidden but rather, are clear and transparent and that leaders are seen to live these values by modelling behaviours that reflect and embed them (Institute of Leadership & Management, 2018a). Staff have a greater focus when they clearly understand their leader's values and see them live the organisational values through their actions.

Values are not only about the organisation's performance; successful leaders with strong values often outperform others, using their strong values to direct positive self-improvements. It is also important for leaders to be aware of the values of those they work with, as this enables leaders to find ways of approaching issues or problems that support individuals, to come to satisfying resolutions (Institute of Leadership & Management, 2018b).

The context of the research

Stories of how organisations and leaders fail when values are not followed make media headlines, with in-depth coverage of the resulting poor decisions and unwanted outcomes. This often occurs when financial gain takes priority over ethical concerns: cost-cutting led to the use of cheap, inflammable cladding instead of a more expensive fire-retardant product in the Grenfell Tower disaster (Booth, 2018); Carillion's poor management and treatment of subcontractors and staff contributed to its collapse (Kollewe, 2018); indeed, the financial crash of 2008 was associated with an erosion of ethical values in favour of financial gain (Schoen, 2017). Conflicts and challenges of organisational values affect all sectors and all industries

Values are central to how individuals choose to conduct themselves (Dearlove & Coomber, 2001) and organisations frequently publish their values in annual reports and on websites. The Institute of Leadership & Management decided to undertake research in order to understand individuals' values, the values of organisations and the extent to which these align and are acted on in the workplace.

Within this research we build on a framework of 53 validated organisational values identified by Guiso et al (2015), to characterise the top organisational values across sectors and industries, and undertake comparative analysis between these and personal values (analysed by age, gender and other demographic factors). We investigate the extent to which people are involved in establishing their own organisational values and how much they feel values are adhered to within their workplace. This research provides new insights into the selection of organisational values and how values vary between different generations.

We provide leaders and managers with unique opportunities to re-examine their own personal values and the values of their organisations. As a result of reading this research leaders may want to re-evaluate their own personal and organisational values and consider how they can strengthen and renew organisational values to improve staff motivation, performance and productivity.

Research highlights

Our research found that there were big differences between top-ranked organisational values and top-ranked personal values, and we found age and gender differences as well as divergence between people in different types of roles. Very few people had active involvement in developing their organisational values, with many organisations failing to capitalise on the enthusiasm and creativity of their younger and more junior employees during values setting. Our key findings include:

- Neither work-life balance or development are featured in the top ten organisational values.
- Common values across all age groups included integrity, honesty, doing the right thing, respect, commitment, trust and making a difference.
- Teamwork is more important to people with no leadership and management responsibilities whereas senior managers rated collaboration, cooperation and communication more highly.

Diversity of values within organisations

- There is a broad range of values across sectors and industries. The greatest consistency of values within an industry was found in military/defence organisations.

Diversity of personal values

- Women's and men's values differed; women's values predominantly focused on the wellbeing of self and others, such as caring and work-life balance, while men were more focused on leadership, commitment and accountability.
- Personal values of employees had a greater focus on the human aspects of the work environment, whereas organisational values gave greater focus to those relating to delivery of function and outcome measures.
- Age comparisons identified differences between younger workers (who value work-life balance and hard work), middle-aged workers (valuing empowerment and commitment) and older workers (giving greater value to development and responsibility).

Co-creation of values

- Two thirds of people are working in organisations where they feel they have had no input into the organisation's values.
- Younger workers are the most excluded from organisational values setting, with only 21% of 18-30 year olds reporting they were involved, compared to 57% over 60s.

Do employees walk the talk, and follow the organisational values?

- CEOs are more inclined to believe report staff follow the organisation's values than employees themselves do.



"I believe there should be more discussion around the practical meaning of the values with staff at grass roots level. To many, these are just empty words. I think we would achieve better results if we took time to discuss what the values mean to all staff on a day-to-day basis."

Public sector health service worker (female)

Our findings in depth

The most popular organisational values

We asked participants to identify the core values of their organisations using a validated list of 53 values (Guiso et al, 2015) and allowed respondents to include additional values. We identified the top overall organisational values (Figure 1) and the top values by sector and by industry (Figure 2).

We found variance in top values between sector (Figure 2) and industries (Figure 3). When we looked at sectors, we found that private sector employees reported customer as the highest-ranking organisational value (compared to its position in 10th overall), respect was the top value for public sector organisations and collaboration/cooperation the top value for third sector organisations. We found that different values appeared in the Top 10 in different sectors; with the private sector including innovation, but not diversity; the public sector including caring and responsibility, but not quality and customer; and the third sector including passion, make a difference, value, caring and commitment but not accountability, trust, quality, teamwork and customer (Figure 2).

Each industry experiences unique shifts in the Top 10 identified organisational values (Figure 3). It is noteworthy that the top values in military/defence (integrity and leadership) are identified by 70% of respondents compared to industries in civilian settings where the top values are identified with lower levels of consensus. The tenth highest value for military/defence is excellence, 50% of respondents state this is a core value, this is higher than the top value for some of the other industries. It is also noteworthy that the values correspond with the skills that military veterans have identified in The Institute's previous research (Institute of Leadership & Management, 2018c).

In financial services the customer is the highest rated organisational value, with values such as honesty not reaching the Top 10, which may surprise some considering the implications of the financial crash of 2007–9 and actions taken to repair damage (Schoen, 2017). In education settings, respect is identified as the top value, which is interesting given reports of difficulty in the industry caused by high levels of exodus from the profession because of lack of respect, abuse and difficult work conditions (BBC, 2019; Richardson, 2019). In both health and charity industries we find that caring is included within the Top 10, with it being the highest ranked value in health, and third highest in charities. The top value identified in charities is collaboration/cooperation.

We observed shifts in values that are brought into the Top 10s that are industry specific. For instance, although the engineering/manufacturing industry states quality as its top value (and quality is a common top value across all industries), safety shifts into the Top 10, taking position number four; education and local/national government bring in inclusion into the Top 10; financial services bring in growth, and health brings in caring, honesty and dignity.

“Our organisation is going through a mind shift towards people first and wellbeing. It's made great improvements and continues to do so.”

First time financial services manager
(female)

“Education is now being run as a profit-for institution by managers who have scant regard for ‘customers’ or ‘deliverers’ (i.e. students/lecturers), apart from how it affects the ‘business.’ Sadly, integrity loses out.”

Experienced education manager (female)

“I believe that core values are fundamental to me and my organisation. My company's core values are important guides to measuring if we are on the right path, and we are regularly tested via our everyday decision-making. I stand by my many values, I use them to measure my own performance regularly.”

Experienced private sector defence manager (female)

Figure 1: Overall Top 10 organisational values

1	Respect 46.7%
2	Integrity 38.3%
3	Excellence 38.1%
4	Diversity 36.8%
5	Accountability 35.8%
6	Collaboration/Cooperation 35.5%
7	Trust 35.3%
8	Quality 35.1%
9	Teamwork 35.1%
10	Customer 32.5%

Figure 2: Top 10 Organisational Values by Sector

Private Sector	Public Sector	Third Sector
Customer	Respect	Collaboration / Cooperation
Quality	Diversity	Integrity
Respect	Excellence	Excellence
Integrity	Integrity	Respect
Trust	Teamwork	Passion
Excellence	Accountability	Make a difference
Accountability	Caring	Value
Teamwork	Trust	Caring
Innovation	Responsibility	Accountability
Honesty	Collaboration / Cooperation	Diversity and Commitment

Figure 3: Top 10 organisational values by industry

Charity	Professional services/ consultancy	Military/ Defence	Engineering/ manufacturing	Education	Financial services/ banking/ insurance	Health	Local/national government/ public sector
Collaboration / Cooperation	Integrity	Integrity	Quality	Respect	Customer	Caring	Respect
Respect	Trust	Leadership	Innovation	Excellence	Integrity	Respect	Diversity
Caring	Quality	Respect	Customer	Diversity	Excellence	Excellence	Integrity
Accountability	Respect	Accountability	Safety	Collaboration / Cooperation	Respect	Quality	Accountability
Integrity	Excellence	Commitment	Excellence	Inclusion	Accountability	Teamwork	Inclusion
Make a difference	Customer	Trust	Integrity	Innovation	Quality	Accountability	Innovation
Value	Teamwork	Diversity	Respect	Development	Diversity	Communication	Collaboration / Cooperation
Commitment	Honesty	Teamwork	Responsibility	Quality	Growth	Honesty	Trust
Teamwork	Collaboration / Cooperation	Responsibility	Accountability, Diversity, and Environment	Accountability	Teamwork	Dignity	Responsibility
Excellence, Trust, Quality, Passion and Openness	Accountability	Excellence		Responsibility	Trust	Commitment	Communication and Commitment

The highest rated personal values

We asked participants to identify their top three personal values and found that these predominantly clustered around community, integrity and respect for others, rather than what might be seen as the more functional values related to the measures of success. While respect, integrity and trust were common across personal and organisational values, we found that honesty, do the right thing, making a difference, commitment, caring, fairness and communication featured in the overall Top 10 personal values but were absent from the overall Top 10 organisational values (Figure 4 and Figure 1).

We discovered interesting gender differences; males rated do the right thing as their top value, closely followed by integrity; for women integrity took the number one spot, closely followed by honesty (which was men's number three). The other values featured in both men and women's Top 10s included fairness, make a difference and trust. We found values in men's Top 10, that weren't included in women's Top 10, of commitment, leadership, collaboration/cooperation, accountability and excellence, while women included caring, work-life balance, respect and communication.

There has been recent recognition that tailoring job descriptors towards more 'feminine' traits, rather than more traditionally 'masculine' traits, may be inclusive and attract more female candidates to roles that have historically been male-dominated due to subconscious bias (Sachmechi, 2019). We found that values identified in our research by men and women mirror these masculine or feminine job descriptors.

Men have five of their personal core values in common with the Top 10 organisation values (integrity, excellence, accountability, collaboration/cooperation and trust) while women have only three in common (respect, integrity and trust). It is possible that some organisations' values may appear more hostile towards women; as we find here, women's values are less congruent with many organisations.

We look at values by age (Figure 5), and find that there are many values that are common among different age groups; doing the right thing takes the number one spot for both 18-30s and 61+ age group and features in all the other age groups; honesty is number one for 31-40 year olds, number two for 41-50 and 51-60 year olds and features in 18-30 and 61+ age groups; integrity is number one for 41-50 and 51-60 year olds and number two for 61+ and number four for 18-30 year olds. Trust and commitment are also featured in the Top 10 for all age groups.

We found a level of divergence between values held by people in different age groups when we looked at which values exclusively sat in the Top 10 of each group. Most notably in the 18-30s age group we see the inclusion of work-life balance as the second highest value, however this is not represented in organisational top values. This age group also place high regard on caring, their fourth highest value (which features as number nine for 51-60-year olds) and in tenth place they state hard work as a value, as do 31-40 years, but is excluded from other respondents Top 10 values.

It is also interesting that 41-50 year olds are the only group that include empowerment within their top ten personal values (number four). Collaboration/cooperation is only included in the Top 10s of 41-50, 51-60 and 61+, while communication is only included in the Top 10 for 18-30s and 31-40s. In the 61+ group we find that development shares 10th place, however development is not featured in other age groups' personal values, the institute's previous report (Institute of Leadership & Management, 2015) reflects on the importance of investing and encouraging the career progression of older workers who are often neglected and excluded from development opportunities. It is noteworthy that work-life balance (featured in younger workers' values) and development (featured in older workers' values) are not represented in the Top 10 organisational values.

"It is the values of the organisation that brought me to it. At the time, I was offered a higher paid role in another organisation, but the values seemed to be very financially driven with little consideration for the service user or employee."

Experienced third sector manager (male)

Overall Top 10 personal values

Figure 4: Top 10 personal values by gender

Figure 5: Top 10 personal values by age

Figure 6: Top 10 personal values by industry

		Male	Female	18-30	31-40	41-50	51-60	61+	Charity	Professional services/ consultancy	Military/ Defence	Engineering/ manufacturing	Education	Financial services/ banking/ insurance	Health	Local/national government/ public sector
1	Integrity 17.7%	Do the Right Thing	Integrity	Do the Right Thing	Honesty	Integrity	Integrity	Do the Right Thing	Do the Right Thing	Integrity	Integrity	Honesty	Integrity	Commitment	Caring	Make a difference
2	Honesty 16.2%	Integrity	Honesty	Work-life balance	Integrity	Honesty	Honesty	Integrity	Honesty	Do the Right Thing	Accountability	Communication	Commitment	Honesty	Honesty	Integrity
3	Do the right thing 15.2%	Honesty	Make a difference	Caring	Do the Right Thing	Commitment	Make a difference	Honesty	Integrity	Make a difference	Do the Right Thing	Integrity	Honesty	Do the Right Thing	Accountability	Do the Right Thing
4	Make a difference 12.8%	Commitment	Caring	Integrity	Fairness	Empowerment	Do the Right Thing	Collaboration / Cooperation	Make a difference	Collaboration / Cooperation	Leadership	Collaboration / Cooperation	Do the Right Thing	Integrity	Do the Right Thing	Fairness
5	Commitment 11.8%	Leadership	Do the Right Thing	Trust	Communication	Fairness	Respect	Accountability	Respect	Communication	Hard Work	Do the right thing	Make a difference	Customer	Empowerment	Honesty
6	Respect 11.1%	Fairness	Work-life balance	Communication	Commitment	Collaboration / Cooperation	Accountability	Excellence	Fairness	Respect	Trust	Fairness	Fairness	Work-life balance	Make a difference	Empowerment
7	Caring 11%	Collaboration / Cooperation	Respect	Make a difference	Caring	Do the Right Thing	Commitment	Fairness	Caring	Trust	Communication	Respect	Work-life balance	Fairness	Commitment	Respect
8	Fairness 11%	Make a difference	Communication	Respect	Respect	Make a difference	Caring	Make a difference	Collaboration / Cooperation	Accountability	Honesty	Work-life balance	Trust	Make a difference	Integrity	Caring
9	Trust 11%	Accountability, Excellence, and Trust,	Trust	Commitment	Make a difference	Accountability	Collaboration / Cooperation	Responsibility	Empowerment	Empowerment, Excellence, and Work-life balance,	Teamwork	Teamwork	Caring, Collaboration / Cooperation, and Respect,	Teamwork	Communication	Trust
10	Communication 10.5%		Fairness	Honesty and Hard Work	Trust and Hard Work	Trust	Trust	Commitment, Development, Respect, Teamwork, and Trust	Commitment, Trust and Accountability		Commitment	Trust		Trust	Quality	Work-life balance

Figure 7: Top 10 personal values by role type

	No Leadership or Management Responsibilities	First Job and Graduate	Team Leader	First Time Manager	Manager with no line management responsibilities	Experienced Manager	Senior Management Team	CEO
1	Caring	Do the Right Thing	Honesty	Honesty	Make a difference	Integrity	Integrity	Integrity
2	Work-life balance	Communication	Do the Right Thing	Caring	Work-life balance	Do the Right Thing	Do the Right Thing	Collaboration / Cooperation
3	Honesty	Caring	Integrity	Integrity	Collaboration / Cooperation	Honesty	Trust	Make a difference
4	Hard Work	Integrity	Respect	Fairness	Honesty	Make a difference	Accountability	Do the Right Thing
5	Commitment	Make a difference	Caring	Accountability	Do the Right Thing	Commitment	Communication	Honesty
6	Teamwork	Respect	Empowerment	Commitment	Integrity	Fairness	Honesty	Empowerment
7	Development	Commitment	Make a difference	Work-life balance	Trust	Trust	Fairness	Leadership
8	Do the Right Thing	Work-life balance	Commitment	Excellence	Caring	Respect	Commitment	Accountability
9	Trust	Inclusion	Hard Work	Respect	Commitment	Empowerment	Respect	Work-life balance
10	Accountability and Integrity	Collaboration / Cooperation, Creativity, Dedication, Fairness, and Honesty	Work-life balance	Trust	Empowerment	Collaboration / Cooperation, Communication, and Leadership	Teamwork	Teamwork

When we examined personal values by industry (Figure 6) we found these did not always align to the top organisational values by industry.

We did find that the number one value of organisations and individuals was the same for people working in professional services/ consultancy and military/defence (both were integrity), as well as health industries (the value was caring). We found there was a mismatch between some people's personal values and their organisational values; the closest matches (six values aligned between personal and organisation) were in professional services/ consultancy, military/defence and health industries; charities had an alignment of five top values; financial services had alignment of four top values, engineering/manufacturing and local/national government shared three values; education industry only shared two. The breakdown of the Top 10 values of individuals in each industry (Figure 6) compared to their organisational values (Figure 3) could provide important insights for leaders in these industries who are setting organisational values. It is also noteworthy that, making a difference is ranked in the Top 10 for all industries except military/ defence but is only featured in organisational values in the charitable industries.

"I was recruited via a 'recruit to values' process which was extensive, so I knew that my values were aligned with the organisation. It is one of the first organisations that I have worked in where staff at all levels really live the values on a daily basis."

Senior health manager (female)

When we looked at values of individuals in different role types (Figure 7) we found that integrity took the number one spot for personal values for the most senior managers (experienced managers, senior management team members and CEOs).

Work-life balance was the top value of managers with no line management responsibilities, while honesty took the top spot for more junior leaders who were either first time managers or team leaders. People who were in their first job or graduate employees stated their number one value was doing the right thing, while workers with no leadership or management responsibilities reported that their top personal value was caring.

Work-life balance featured in the Top 10 values of all workers except those in experienced manager or senior manager positions (CEOs also include it in their Top 10). Although it is a popular personal value it is excluded from Top 10 organisational values (Figure 3). Caring is also featured in all but the most senior managers Top 10 values (experienced managers, senior management team and CEOs). Hard work and development are only featured in the Top 10 of people with no leadership or management responsibilities. Leadership is only stated as a Top 10 value by CEOs. People with no leadership and management responsibilities rank teamwork more highly (number five) than people in senior management teams or CEOs (who place it at number 10), in contrast more senior leaders include collaboration/cooperation or communication as a higher rated value.

Employee involvement in deciding organisational values

We found that overall, only 35% of respondents reported being involved in deciding their organisation's values (Figure 8). Less than a third of 18–30 and 31–40 year olds were involved in deciding values, increasing among 41–50 year olds to a little over a third (38%) and to almost half in 51–60 year olds. Of those older than 61, we found a little over half (57%) were involved in values setting.

Not surprisingly, when we looked at role type, we found that those in more junior posts had less involvement in setting values (less than a third). In fact, we found the only people with significant involvement were people in senior management teams (60% of this demographic) or CEO roles (97% of this demographic). Connection to organisational values helps employees feel part of the organisational mission, which in turn increases performance and productivity (Dearlove & Coomber, 2001).

“We have only recently developed our organisation values, through a fully inclusive process involving all staff. It’s actually the next part which is proving the hardest, making the values come to life and be lived by all.”

Private sector worker (female)

Figure 8: Were you involved in deciding your organisation's values? (by age)

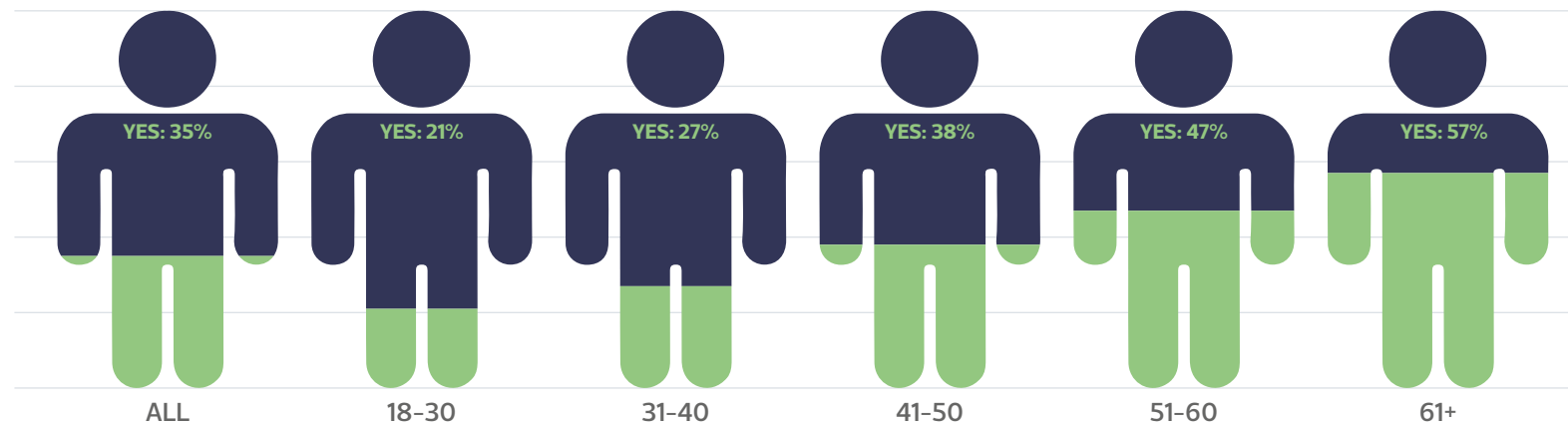
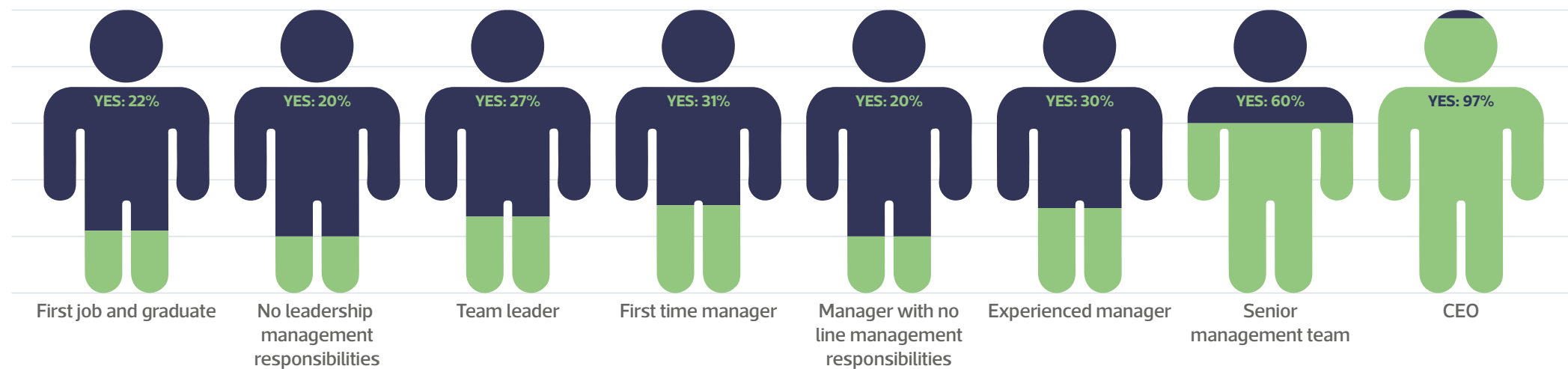


Figure 9: Were you involved in deciding your organisation's values? (by role type)



We asked about the approach of organisations to setting values; good leadership practice involves employees in decisions that affect what they do and how they do their roles (Institute of Leadership & Management, 2017). Often, organisations only used senior management and/or Board members working with the CEO to set mission, values and strategy; some involved managers across the organisation. Some go as far as to run a consultation asking for comment and review in preparation of the launch of values, which may also extend to clients and customers. The gold standard approach would be co-production involving staff, stakeholders and customers bringing in deeper levels of involvement in values identification and design (Filipe et al. 2017).

We examined how organisations decide their values as reported by age (Figure 10) and by role type (Figure 11).

The majority of organisations decide their values at Board and executive management level (26–31%). An organisation-wide consultation was reported as the second most popular way of defining values, however consultation is reported more frequently by older employees (26% of workers aged 61+, 23% aged 41–50, 20% of 51–60 year olds) than by younger employees (16% by 31–40 year olds and 14% by 18–30 year olds) (Figure 10).

We also see that consultation with staff to set values was reported more frequently by CEOs (31%) than any other role type. This was followed by experienced managers and senior management team (22% and 20%), then other roles at slightly lower levels with only 4% of people in their first job reporting consultation taking place to define the values. This suggests that a person's position within an organisation affects both their perception about the level of involvement staff have in this type of decision-making and their first-hand experiences of participation.

In all fields we found less than 10% of respondents reported any consultation with customers or stakeholders outside the organisation and we found similarly low numbers of organisations using co-production.

Earlier in this research we reported a disconnect between organisational values (Figures 1–3) and individual values (Figures 4–7). It is notable that both younger employees and those in lower levels of the hierarchy are less likely to be involved in values design. It is also apparent that there is a discrepancy between the level of involvement senior leaders perceive their employees have in setting values through forms of consultation, than that which is actually experienced by junior level employees. It is also notable that women's values align to organisational values to a slightly lesser extent than men's values do.



“Our values appear to have come from a ‘corporate think tank’ and have little resonance with the workforce – you cannot impose values on people and that’s very much the feeling here – no sense of collaboration in the derivation of values.”

Senior Engineering/Manufacturing Manager (male)

“The values have been well picked, and picked in consultation, to ensure we can carry out our role to the best of our ability”

First time local government manager (female)

Figure 10: How were values decided in your organisation (reported by age)?

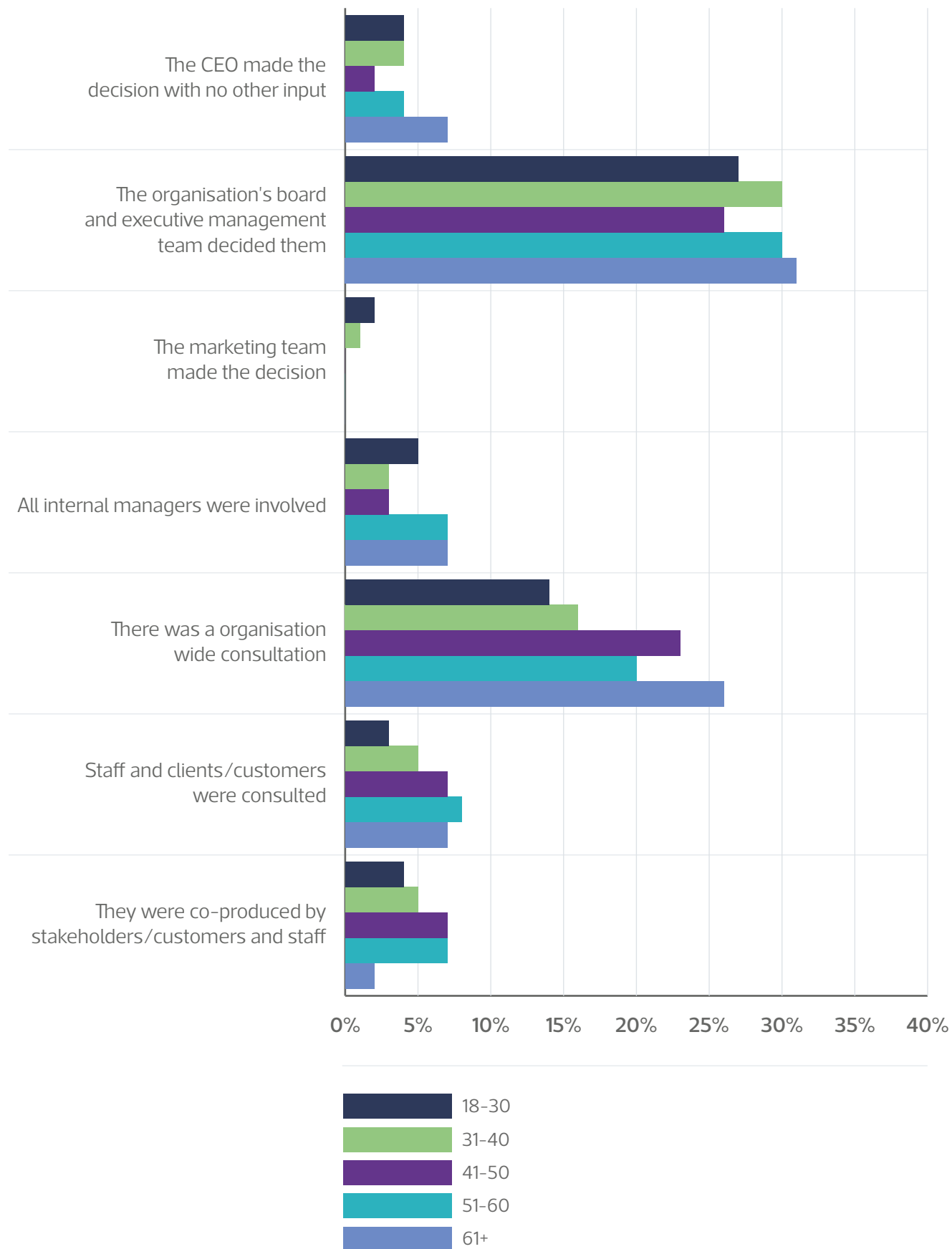
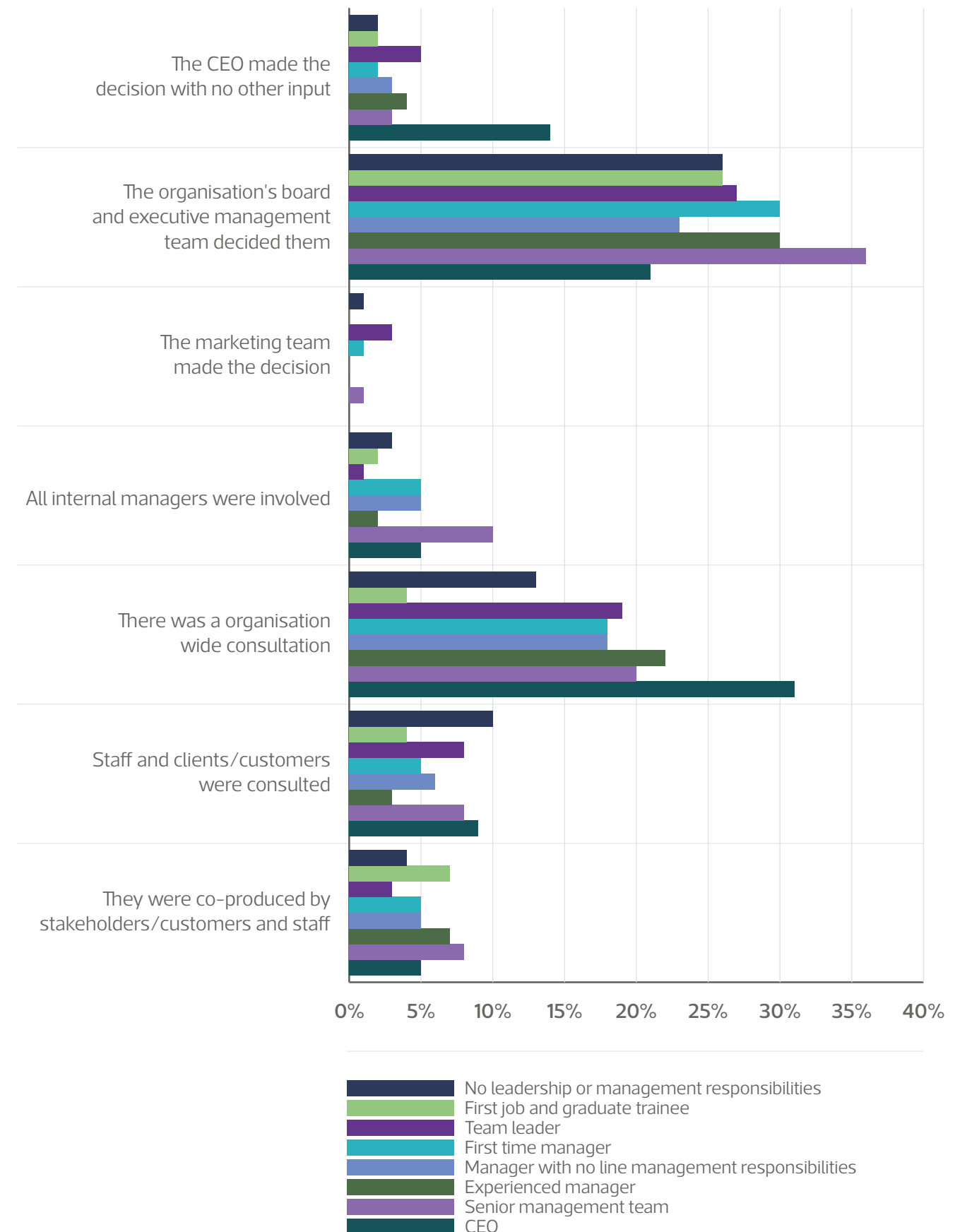


Figure 11: How were values decided in your organisation (reported by role type)?



To what extent do staff walk the talk and follow organisational values?

When we asked the extent to which people agreed with the statement: “Staff in my organisation follow its core values”, a large majority (over 80%) in each role type agreed with this statement (either slightly agreed, agreed or strongly agreed), reflecting positively on all organisations (Figure 12).

An in depth look revealed that 57% of CEOs strongly agreed with this statement, senior management team members came in second with 19% who strongly agreed. Only 4% of CEOs stated they disagreed with this statement, as did between 10 and 20% of people in other types of roles. Whilst it would appear to be a positive finding that 80% report that people follow their organisational values. CEOs are more convinced than other staff that values are being followed to a great extent.

Examining by organisational size (Figure 13), we found that 97% of organisations with less than 10 employees report that staff follow values, with 54% strongly agreeing with the statement “staff in my organisation follow its core values”. This drops to 94% (and 30% agreeing with the statement to a “great extent”) in organisations of 10–25. It reduces further in organisations of 25–50 people with 86% agreeing staff follow values (and 15% stating this is to a great extent). In organisations of 51–100 employees this reduces significantly to 67% (although still more than half) (15% stating this is the case to a great extent). In larger organisations of 101 people and over we found that 81%–84% of respondents reported that values were followed by staff (with only 10% saying they strongly agreed with the statement).



“In my experience company values are just a paper exercise.”

Private sector education team leader
(non-binary)

“The company I work for is taking on a client which breaks with our stated aims and values. We are asked four times a year whether we believe our company ‘makes the world a better place’, and there is a target attached to the response they get. I don’t know how they expect us to answer the question when we take on this new client, it’s very disappointing.”

Private sector, professional services/
consultancy worker (female)

“My company has worked very hard to provide a vision, values and a framework to succeed. However, ultimately the CEO or MD must live these values and be the embodiment, otherwise all of this effort is wasted. The senior management team live by and exceed the values, but a lack of trust in the business owner/leader undermines this very quickly, creating a two-tier culture. Very difficult to influence positively.”

Senior retail manager (male)

Figure 12: Do people follow values (walk the talk), responses by role

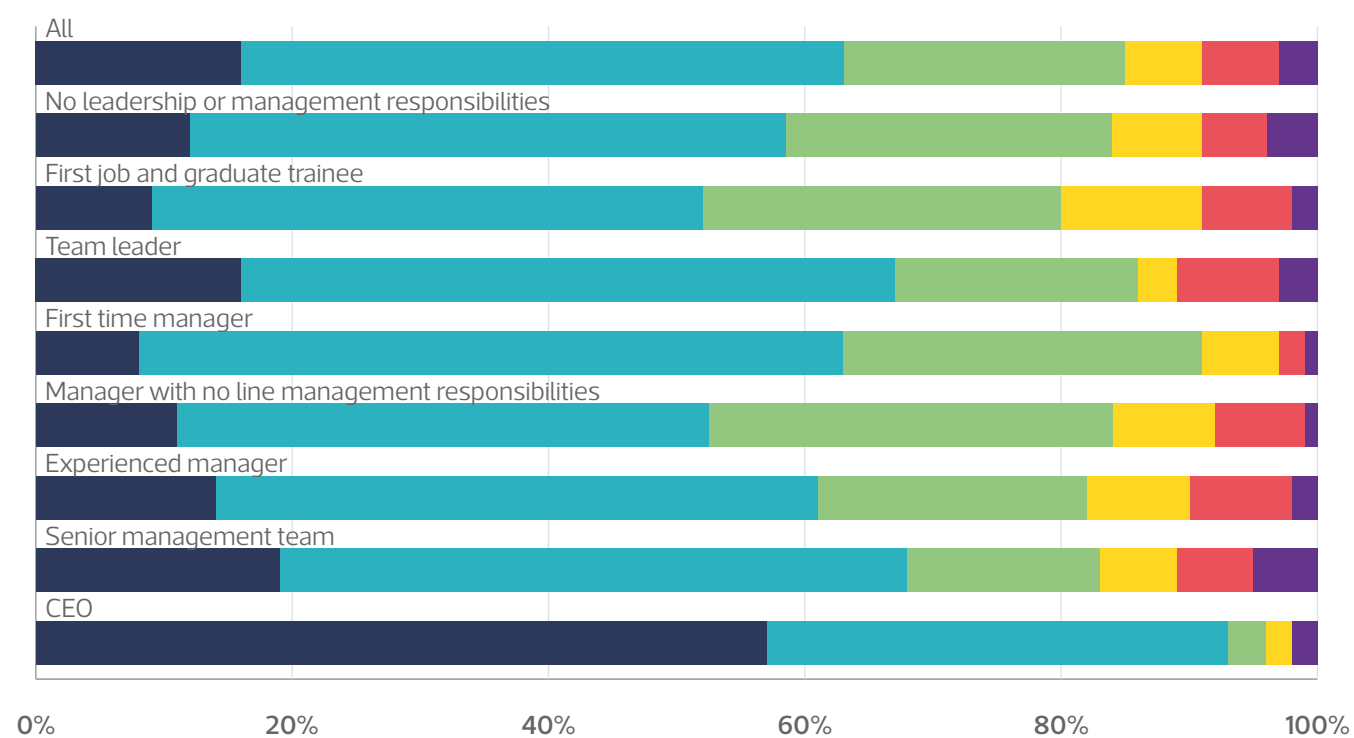
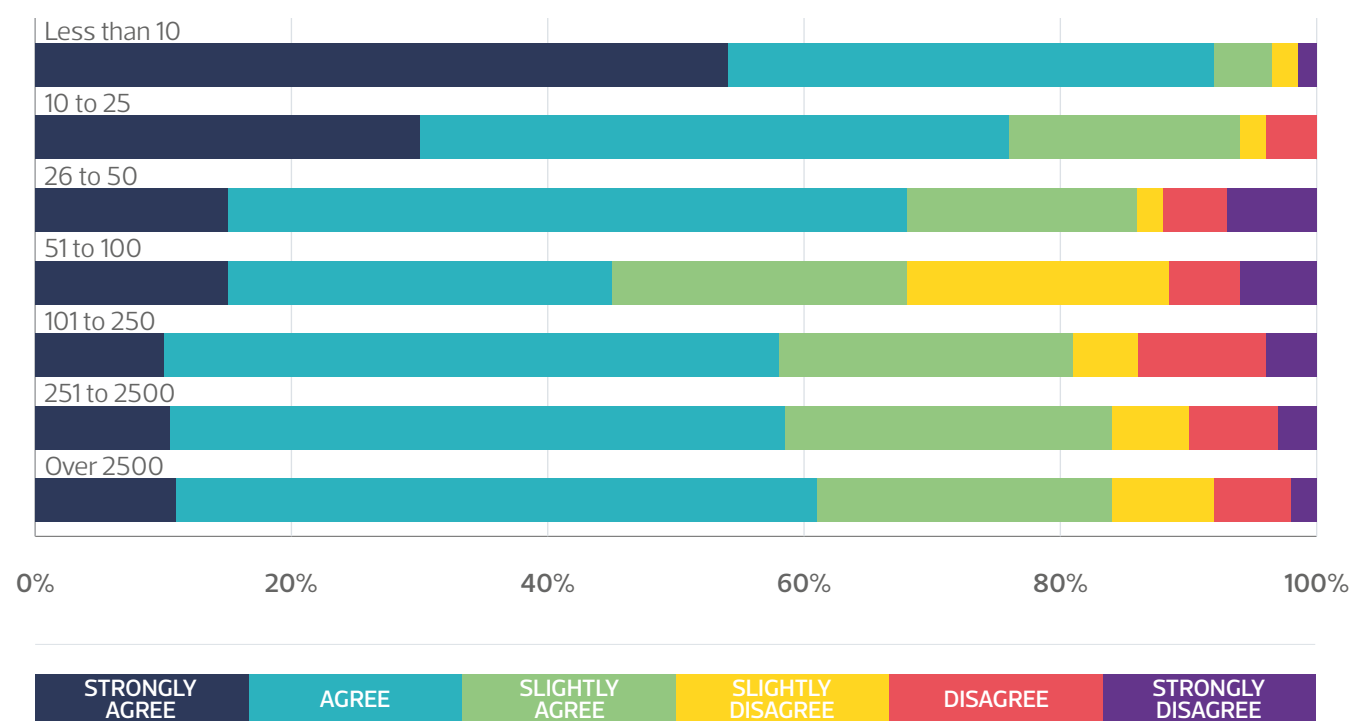


Figure 13: Do people follow values (walk the talk); responses by organisation size



Conclusions

Our research provides new insights that correlate organisational values with individual values across sector, industry, gender, age and role type. Alongside this we examine value creation and the perception of the extent to which values are enacted within organisations.

Alignment of personal values and organisational values

We found that there is misalignment between individuals’ values and organisational values across sectors and across industries. Only half top-rated organisational values are held in common with top-rated individual values.

There is the greatest consistency in values in military/defence organisations; these are also more closely aligned with personal values. In contrast, other industries have greater divergence between organisational values and individuals’ values. In previous research, ‘Tales of Transition’ (Institute of Leadership & Management,2018d) military veterans entering civilian workplaces reported disappointment in the conduct of new civilian colleagues who seemed to follow the organisational mission and values to a lesser extent than veterans. It may be that the misalignment of corporate and personal values, identified here, is a contributing factor to the difficulty that veterans face in transition into civilian employment.

In the finance industry, ‘customer’ is the highest rated value, with ‘honesty’ not making the Top 10, which is striking considering the causes and outcomes of the financial crash (Schoen, 2017). We found that many of the areas of discordance between organisational values and personal values related to doing good and supporting others; ‘making a difference’ featured heavily in individual values but was neglected in all industries with the exception of charities.

Gender and age divide

There were differences in the top values of men and women; male values align with language in recruitment adverts describing desirable attributes which are recognised as more masculine and where masculine language often dominates (Sachmechi, 2019). There is also closer alignment between organisational values and values of men, than there is with values of women. This suggests there is a level of subconscious bias that gives preference to male attributes and may contribute towards the perpetuation of gender inequality in the workplace.

Age differences also stood out, with younger workers prioritising work-life balance and hard work, reflecting differing priorities of the younger generation. While many values were shared across age groups, we found that older workers valued development and responsibility. In our previous research ‘Attract: Grow: Engage’, we found that older workers often reported that development opportunities dried up and that their younger colleagues were the focus of development programmes (Institute of

Leadership & Management, 2015). It is worth reflecting that younger workers will often take the training and move on, while older workers may want more stability and stay in their roles for longer. Investing in development demonstrates that an employee is highly valued.

Creation of values

Organisational values are predominantly created by senior and older workers, with only 21% of 18–30 year olds having any form of involvement. Predominantly, values are created behind closed doors by CEOs, board members and members of senior leadership teams. Some organisations (a little under one third) do consult internally but at this level of engagement it is often more about ratifying values and preparation for change rather than seeking meaningful input. Involving staff and giving ownership is most closely associated with higher motivation levels and better performance (Lencioni, 2002; The Institute of Leadership & Management, 2018a). The most effective

approach is co-production which draws in staff, key customers and stakeholders to define the values and direction; this gives people ownership and encourages them to live the values. The more people are involved, and the greater the diversity of these people, the better the potential outcomes are likely to be (Bernadette et al, 2019). Of course, a more involved approach like co-production has cost and time implications in the short term.

Walking the talk

The majority of respondents reported that colleagues and leaders did follow the organisational values and walk the talk (around 80% or above). We did find that CEOs were more likely to report this to a great extent, whereas other staff reported at lower levels; which perhaps indicated that CEOs view their organisations and their workers through rose-tinted glasses, and there may be a level of discontent on the front line.

Recommendations

The findings of this research will be the subject of further consultation with Institute members and other networks. Pragmatic advice will be formulated from the insights gained. The report will be updated once these discussions are completed.

“This has been a great prompt to revisit these with the team and agree!”

Senior education manager (male)

Methodology

During July 2019 The Institute of Leadership & Management undertook an online survey; 1178 respondents participated in the research, mostly based within the UK. Participants were asked a series of closed questions; these included identifying the core values of respondents' organisations and selecting their top three personal values from a list of 53 validated values (Guiso et al, 2015). Respondents also had the opportunity to include additional values. Participants were also asked a series of closed questions with yes/no answers or Likert item questions asking the extent to which they agreed with specific statements. In addition, participants were offered the opportunity to contribute further perspectives through a non-directed, open, free text question.

Results were analysed for the whole population and for demographic subgroups of the population; gender (male n=483, female n=678, non-binary was an included field, but responses were too small for analysis), age, role type, sector, industry and region. We also asked respondents for ethnicity and disability fields, however response levels were too low to undertake analysis within these fields.

The survey was conducted in line with the Market Research Society (MRS) Code of Conduct. All responses were anonymous, but respondents were asked if they would be willing to be contacted for PR purposes and were also incentivised to participate in the research.

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Appendix

Figure 1

1	Respect	46.7%
2	Integrity	38.3%
3	Excellence	38.1%
4	Diversity	36.8%
5	Accountability	35.8%
6	Collaboration / Cooperation	35.5%
7	Trust	35.3%
8	Quality	35.1%
8	Teamwork	35.1%
10	Customer	32.5%

Figure 2

Private Sector

1	Customer	44.0%
2	Quality	42.5%
3	Respect	41.2%
4	Integrity	41.0%
4	Trust	41.0%
6	Excellence	40.6%
7	Accountability	38.5%
8	Teamwork	37.6%
9	Innovation	35.7%
10	Honesty	35.3%

Public Sector

1	Respect	49.9%
2	Diversity	41.2%
3	Excellence	37.8%
4	Integrity	36.9%
5	Teamwork	35.1%
6	Accountability	34.8%
6	Caring	34.8%
8	Trust	33.3%
8	Responsibility	33.3%
10	Collaboration / Cooperation	33.0%

Third Sector

1	Collaboration / Cooperation	48.9%
2	Integrity	33.9%
3	Excellence	33.1%
4	Respect	32.3%

5	Passion	30.7%
6	Make a difference	29.8%
7	Value	29.0%
8	Caring	28.2%
9	Accountability	27.4%
10	Commitment	26.6%
10	Diversity	26.6%

Figure 3

Charity

1	Collaboration / Cooperation	50.5%
2	Respect	40.4%
3	Caring	36.4%
4	Accountability	33.3%
5	Integrity	32.3%
6	Make a difference	31.3%
6	Value	31.3%
8	Commitment	30.3%
8	Teamwork	30.3%
10	Excellence	29.3%
10	Openness	29.3%
10	Passion	29.3%
10	Quality	29.3%
10	Trust	29.3%

Professional Services / Consultancy

1	Integrity	51.9%
2	Trust	42.9%
3	Quality	42.1%
3	Respect	42.1%
5	Excellence	41.4%
6	Customer	39.1%
6	Teamwork	39.1%
8	Honesty	38.4%
9	Collaboration / Cooperation	37.6%
10	Accountability	36.8%

Military / Defence

1	Integrity	72.0%
2	Leadership	70.0%
3	Respect	66.0%

4	Accountability	60.0%
4	Commitment	60.0%
6	Diversity	58.0%
6	Trust	58.0%
8	Teamwork	56.0%
9	Responsibility	54.0%
10	Excellence	50.0%

Engineering / Manufacturing

1	Quality	48.3%
2	Innovation	48.3%
3	Customer	46.6%
4	Safety	42.4%
5	Excellence	39.0%
6	Integrity	38.1%
6	Respect	38.1%
6	Responsibility	38.1%
9	Accountability	36.4%
9	Diversity	36.4%
9	Environment	36.4%

Education

1	Respect	41.8%
2	Excellence	39.8%
3	Diversity	39.3%
4	Collaboration / Cooperation	34.8%
4	Inclusion	34.8%
6	Innovation	31.8%
7	Development	30.4%
7	Quality	30.4%
9	Accountability	29.9%
10	Responsibility	29.4%

Financial Services / Banking / Insurance

1	Customer	55.6%
2	Integrity	40.7%
3	Excellence	38.9%
3	Respect	38.9%
5	Accountability	35.2%
5	Quality	35.2%
7	Diversity	33.3%
7	Growth	33.3%
7	Teamwork	33.3%
10	Trust	31.5%

Health

1	Caring	62.4%
2	Respect	54.1%
3	Excellence	49.0%
4	Quality	45.2%
5	Teamwork	44.6%
6	Accountability	40.8%
7	Communication	38.9%
8	Honesty	38.2%
9	Dignity	37.6%
10	Commitment	36.9%

Local / National Government / Public Sector

1	Respect	49.0%
2	Diversity	41.6%
3	Integrity	40.6%
4	Accountability	33.2%
4	Inclusion	33.2%
4	Innovation	33.2%
7	Collaboration / Cooperation	32.7%
7	Trust	32.7%
9	Responsibility	30.2%
10	Commitment	29.2%
10	Communication	29.2%

Figure 4

All

1	Integrity	17.7%
2	Honesty	16.2%
3	Do the right thing	15.2%
4	Make a difference	12.8%
5	Commitment	11.8%
6	Respect	11.1%
7	Caring	11.0%
7	Fairness	11.0%
7	Trust	11.0%
10	Communication	10.5%

Male

1	Do the right thing	17.8%
2	Integrity	17.4%
3	Honesty	13.6%
4	Commitment	13.4%
5	Leadership	11.0%
6	Fairness	10.7%
7	Collaboration / Cooperation	10.5%
8	Make a difference	10.1%
9	Accountability	9.9%
9	Excellence	9.9%

Female

1	Integrity	18.0%
2	Honesty	17.6%
3	Make a difference	14.6%
4	Caring	13.6%
5	Do the right thing	13.4%
6	Work-life balance	13.0%
7	Respect	12.5%
8	Communication	11.7%
8	Trust	11.7%
10	Fairness	11.2%

Figure 5

18-30

1	Do the right thing	19.7%
2	Work-life balance	15.5%
3	Caring	14.5%
4	Integrity	12.4%
4	Trust	12.4%
6	Communication	11.9%
7	Make a difference	11.4%
8	Respect	10.9%
9	Commitment	10.4%
10	Hard Work	9.8%
10	Honesty	9.8%

31-40

1	Honesty	19.9%
2	Integrity	17.6%
3	Do the right thing	13.5%
4	Fairness	12.5%
5	Communication	12.2%
6	Commitment	11.9%
7	Caring	11.2%
7	Respect	11.2%
9	Make a difference	10.9%
10	Hard Work	10.6%
10	Trust	10.6%

41-50

1	Integrity	17.6%
2	Honesty	15.0%
3	Commitment	13.5%
4	Empowerment	13.1%
4	Fairness	13.1%
6	Collaboration / Cooperation	12.5%
6	Do the right thing	12.5%
6	Make a difference	12.5%
9	Accountability	11.2%
10	Trust	10.9%

51-60

1	Integrity	19.9%
2	Honesty	16.4%
2	Make a difference	16.4%
4	Do the right thing	15.0%
5	Respect	12.2%
6	Accountability	11.9%
7	Commitment	11.5%
8	Caring	11.2%
8	Collaboration / Cooperation	11.2%
10	Trust	10.8%

61+			4	Communication	12.8%	6	Fairness	12.9%
1	Do the right thing	23.0%	6	Respect	12.0%	6	Work-life balance	12.9%
2	Integrity	19.7%	6	Trust	12.0%	8	Trust	11.0%
3	Honesty	18.0%	6	Accountability	12.0%	9	Caring	9.5%
4	Collaboration / Cooperation	13.1%	9	Empowerment	10.5%	9	Collaboration / Cooperation	9.5%
5	Accountability	11.5%	9	Excellence	10.5%	9	Respect	9.5%
5	Excellence	11.5%	9	Work-life balance	10.5%			
5	Fairness	11.5%	Military / Defence			Financial Services / Banking / Insurance		
5	Make a difference	11.5%	1	Integrity	34.0%	1	Commitment	20.4%
5	Responsibility	11.5%	2	Accountability	18.0%	1	Honesty	20.4%
10	Commitment	9.8%	2	Do the right thing	18.0%	3	Do the right thing	18.5%
10	Development	9.8%	2	Leadership	18.0%	3	Integrity	18.5%
10	Respect	9.8%	5	Hard Work	14.0%	5	Customer	14.8%
10	Teamwork	9.8%	5	Trust	14.0%	5	Work-life balance	14.8%
10	Trust	9.8%	7	Commitment	12.0%	7	Fairness	13.0%
			7	Communication	12.0%	8	Make a difference	11.1%
			7	Honesty	12.0%	8	Teamwork	11.1%
			7	Teamwork	12.0%	8	Trust	11.1%
Figure 6			Engineering / Manufacturing			Health		
Charity			1	Honesty	22.9%	1	Caring	28.0%
1	Do the right thing	18.2%	2	Communication	17.0%	2	Honesty	17.2%
1	Honesty	18.2%	2	Integrity	17.0%	3	Accountability	15.9%
3	Integrity	17.2%	4	Collaboration / Cooperation	12.7%	4	Do the right thing	14.0%
4	Make a difference	16.2%	4	Do the right thing	12.7%	5	Empowerment	13.4%
4	Respect	16.2%	6	Fairness	11.9%	6	Make a difference	12.7%
6	Fairness	13.1%	6	Respect	11.9%	7	Commitment	12.1%
7	Caring	12.1%	6	Work-life balance	11.9%	8	Integrity	11.5%
7	Collaboration / Cooperation	12.1%	9	Teamwork	11.0%	9	Communication	10.8%
7	Empowerment	12.1%	9	Trust	11.0%	9	Quality	10.8%
10	Accountability	10.1%	Education			Local / National Government / Public Sector		
10	Commitment	10.1%	1	Integrity	18.9%	1	Make a difference	18.8%
10	Trust	10.1%	2	Commitment	18.4%	2	Integrity	16.8%
			3	Honesty	14.9%	3	Do the right thing	14.9%
			4	Do the right thing	13.4%	4	Fairness	14.4%
			4	Make a difference	13.4%			
Professional Services / Consultancy								
1	Integrity	18.1%						
2	Do the right thing	15.8%						
3	Make a difference	14.3%						
4	Collaboration / Cooperation	12.8%						

5	Honesty	13.9%
6	Empowerment	12.9%
6	Respect	12.9%
8	Caring	11.4%
9	Trust	10.9%
10	Work-life balance	9.9%

Figure 7
No Leadership or Management Responsibilities

1	Caring	20.3%
2	Work-life balance	14.9%
3	Honesty	14.0%
4	Hard Work	12.3%
5	Commitment	11.7%
5	Teamwork	11.7%
7	Development	10.9%
7	Do the right thing	10.9%
7	Trust	10.9%
10	Accountability	10.2%
10	Integrity	10.2%

First Job and Graduate

1	Do the right thing	23.9%
2	Communication	19.6%
3	Caring	17.4%
3	Integrity	17.4%
3	Make a difference	17.4%
6	Respect	15.2%
7	Commitment	13.0%
7	Work-life balance	13.0%
9	Inclusion	10.9%
10	Collaboration / Cooperation	8.7%
10	Creativity	8.7%
10	Dedication	8.7%
10	Fairness	8.7%
10	Honesty	8.7%

Team Leader

1	Honesty	22.4%
2	Do the right thing	19.0%
3	Integrity	16.4%
4	Respect	13.8%
5	Caring	12.0%
6	Empowerment	11.2%
6	Make a difference	11.2%
8	Commitment	9.5%
8	Hard Work	9.5%
8	Work-life balance	9.5%

First Time Manager

1	Honesty	19.7%
2	Caring	16.7%
3	Integrity	14.4%
4	Fairness	13.6%
5	Accountability	12.1%
5	Commitment	12.1%
5	Work-life balance	12.1%
8	Excellence	11.4%
9	Respect	10.6%
9	Trust	10.6%

Manager with no line management responsibilities

1	Make a difference	15.5%
1	Work-life balance	15.5%
3	Collaboration / Cooperation	14.0%
3	Honesty	14.0%
5	Do the right thing	13.4%
5	Integrity	13.4%
7	Trust	12.0%
8	Caring	11.3%
8	Commitment	11.3%
10	Empowerment	10.6%

Experienced Manager

1	Integrity	19.0%
2	Do the right thing	17.2%
3	Honesty	16.9%
4	Make a difference	15.0%
5	Commitment	13.6%
5	Fairness	13.6%
7	Trust	12.6%
8	Respect	11.5%
9	Empowerment	10.5%
10	Collaboration / Cooperation	9.9%
10	Communication	9.9%
10	Leadership	9.9%

Senior Management Team

1	Integrity	23.8%
2	Do the right thing	16.5%
3	Trust	15.0%
4	Accountability	13.9%
5	Communication	13.4%
5	Honesty	13.4%
7	Fairness	12.4%
8	Commitment	11.3%
9	Respect	10.8%
9	Teamwork	10.8%

CEO

1	Integrity	29.3%
2	Collaboration / Cooperation	25.7%
3	Make a difference	19.0%
4	Do the right thing	15.5%
4	Honesty	15.5%
6	Empowerment	13.8%
6	Leadership	13.8%
8	Accountability	12.0%
9	Work-life balance	10.3%
10	Teamwork	8.6%



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