



# Infinite Power of Values

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## “Outer” vs. “Inner” Opportunities



- ❖ In a previous presentation we examined the vast opportunities available, and how an ever-changing society is accelerating that.
- ❖ And yet the opportunities created by these external treasures pale in significance compared with the vast riches that reside inside the company.
- ❖ **The key to those riches is values.**
- ❖ **Values possess a phenomenal power to energize a company for rapid, unprecedented growth in revenues and profits.**

## Values as Qualitative Goals



- ❖ Companies direct their energies by focusing on the achieving corporate goals.
- ❖ The goal may be to achieve a quantitative target; such as units produced and sold, or dollars of revenue and profit
  - E.g. increasing sales and profits by 20% in the XYZ profit center
- ❖ On the other hand the goal may also be to improve the quality of the work. E.g. to do it –
  - ✓ better
  - ✓ faster
  - ✓ more efficiently
  - ✓ more safely
  - ✓ more systematically
  - ✓ with improved communication, coordination
  - ✓ in a manner more pleasing to customers
  - ✓ in a way more satisfying to employees
- ❖ These qualitative goals are what we mean by corporate values.

## Example Values

- ❖ Consider the values implemented by two of the most profitable companies in the world.
- ❖ **Apple:**
  - ✓ **Ease of Use** (of their devices)
  - ✓ **Simplicity** (of form and function; **iPhone**)
  - ✓ **Changing Needs of Society** (being in tune with)
  - ✓ **Integrators** (of various technologies)
  - ✓ **Perfection** (of the details)
  - ✓ **Quality of Design** (seamless form and function **iPhone**)
  - ✓ **As a result of these values, Apple's profits are off the charts.**
  - ✓ **They are approaching \$1Trillion in value!**
- ❖ **Google:**
  - ✓ **Quality and accuracy** (of search & ad results)
  - ✓ **Open work environment** (let people experiment on their own)
  - ✓ **Open, free platform** (Android)
  - ✓ **Innovation** (constantly looking into new areas)
  - ✓ **"Do no evil philosophy"** (in relation to society)
  - ✓ **Here too Google's profits are off the charts**

## Example Values

Examples of more traditional companies:

❖ **Sears:**

- ✓ **Trust in customer** (money back guarantee)
- ✓ **Was world's largest retailer for 100 years**

❖ **Merck :**

- ✓ **Credibility, Truthfulness**
- ✓ **When their doctors prescribe drugs, they imagine they are selling to their own mothers.**
- ✓ **It makes them want to do the right thing.**
- ✓ **Very successful company (\$50B in sales)**

## Infinite Power of Values



- ❖ **Why then do values have this special power?**
- ❖ It is because they **motivate people**. It inspires them to work harder, better, and more enthusiastically.
- ❖ **Values** (like customer service, openness and tolerance, and continuous improvement) **give staff members a sense of pride, motivating them to action.**
- ❖ That in turn releases a **tremendous amount of energy** in the company **for accomplishment.**
- ❖ **As a result, roductivity soars, and so do profits.**

VALUES > MOTIVATE PEOPLE > ENORMOUS ENERGY RELEASED  
> VAST PRODUCTIVITY INCREASES > REVENUES, PROFITS SOAR

# Three Types of Values



- ❖ We've identified three categories of values, plus some additional ones. They are:
  1. **Physical Values**
  2. **Organizational Values**
  3. **Psychological Values**
- ❖ Let's take a look at the values for each of these.

## Physical Values

- ❖ **Physical Values** focus on ways to maximize physical things, including improvements of conditions in space and time.
- ❖ Among them are:
  - ✓ **Cleanliness and orderliness**
  - ✓ **Punctuality**
  - ✓ **Efficient use of money and materials**
  - ✓ **Maximum utilization of time**
  - ✓ **Optimum utilization of space**
  - ✓ **Optimum utilization of plant and machinery**
  - ✓ **Maintenance of equipment**
  - ✓ **Safety** (Merck, PG&E)
  - ✓ **Quality of product, service**



## Organizational Values

- ❖ **Organizational Values** are related to the way work is organized in the company.
- ❖ Among them are:
  - ✓ **Discipline**
  - ✓ **Freedom for initiative**
  - ✓ **Accountability**
  - ✓ **Standardization**
  - ✓ **Systematization:**
  - ✓ **Coordination**
  - ✓ **Integration**
  - ✓ **Communication**
  - ✓ **Cooperation (teamwork)**

# Psychological Values

- ❖ **Psychological Values** are more subtle than physical and organizational values, but **contain the most productivity power** when implemented.
- ❖ Among them are:
  - ✓ **Pleasing the customer**
  - ✓ **Respect for the individual**
  - ✓ **Developing people (personal growth)**
  - ✓ **Loyalty**
  - ✓ **Service to society**
  - ✓ **Integrity**
  - ✓ **Innovation**
  - ✓ **Creativity**
  - ✓ **Harmony**

## .. and still more Values

- ✓ Family feeling
- ✓ Respect of others
- ✓ Concern for others
- ✓ Shared opportunity, ownership
- ✓ Value partners, suppliers, etc.
- ✓ Open environment, informality
- ✓ Embrace change, uncertainty
- ✓ Constantly experimenting
- ✓ Venture into the unknown
- ✓ Think differently
- ✓ Go the extra mile, don't settle
- ✓ Resolve all problems
- ✓ Rise to challenges
- ✓ See problems as opportunities
- ✓ Continuous improvement
- ✓ Being attuned to changing needs of society
- ✓ Technology aware, focused, driven
- ✓ Responsiveness
- ✓ Decisiveness
- ✓ Reliability, dependability
- ✓ Simplicity
- ✓ Perfection in work
- ✓ Community relations
- ✓ Forge long-term relationships
- ✓ Doing the right thing

# Self-Analysis



- ❖ 1. Identify the three most important values in your company.
- ❖ 2. What other values do you think could act as drivers for the growth of your business?
- ❖ 3. Rate your company's performance on Orderliness using the detailed survey form provided.
- ❖ 4. Rate your company's performance on Punctuality using the detailed survey form provided.
- ❖ 5. Rate your company's performance on the other 28 values listed in the form.