

The value of values

How values support organisations small and large... and what we can learn

Over the course of the pandemic, we heard a lot about the role and challenge of company values. Much of this was anecdotal. We wanted to understand what was really happening. In spring 2022, we conducted research looking at the impact (or otherwise) of organisational values on how companies faced up to the pandemic.

We found common themes in three areas – how companies live their values, how values support companies (and how that is evaluated) and how companies express their values.

LIVE

How to do it



More organisations live up to their values now (55%) than before the pandemic (46%). Having values that are explicitly expressed has a positive impact on how well an organisation is able to live them – 67% of organisations with explicitly expressed values say they were lived before the pandemic, rising to 84% in March 2022.

SUPPORT

What to expect



Values were a support during the pandemic for 8/10 organisations. The biggest impact of values was felt in helping to shape and maintain culture, followed by onboarding. Having methods to evaluate the impact of values helps ensure their relevance, how consistently they are lived and the impact they have.

EXPRESS

Why it matters



A third of organisations have had some change to the expression of their values since the beginning of the pandemic, with organisations taking the opportunity to revisit and more clearly articulate what matters to them most.

Where values have the biggest impact:

- Culture
- Onboarding
- Decision making
- Connection

There were a number of other areas where many organisations suggest values had an impact in the last two years:

- Employee experience
- Attraction and retention
- Expressing the employer brand
- Defining the employee value proposition
- Recruitment
- Performance reviews
- Promotion decisions
- Reputation and customer satisfaction

More than half of organisations say their values are now more relevant than before the pandemic.

58%

Clearly expressed company values means an organisation is more likely to live them

54%

Organisations with values that are implied say they live them

84%

Organisations with clearly expressed values say they live them

“ If our values are true, we should be able to fall back on them when the pressure is on. If they get shaken, you’ll quickly discover whether they are true.

Randy Miller, Manager, Experience Activation and Design Operations, Lowe’s Companies, Inc

“ Values are an expression of the emotional aspect of decision making. If values are vague, woolly and poorly expressed, they are unlikely to be core to the way you do business, and you won’t get strength out of them.

Sam Knowles, Founder & MD, Insight Agents

See more research findings in the Value of Values Insights 2022
Download the report here

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