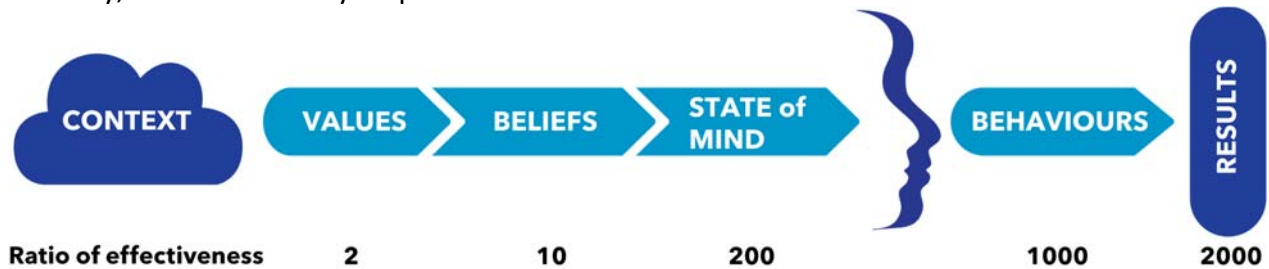


## Context, Content and Core Values (Motivation of Stakeholders)

Richard Hemsworth (Project Coach and EPMO Director)

Your values are the things that you believe are important to you in the way that you live and work.

Management texts talk about 'values-based-leadership' and 'organisational values'. Businesses create wall posters, websites and culture-defining statements all based around 'values'. But what are they, and how do they help deliver business outcomes?



The commonly accepted paradigm is that behaviours deliver results, and both behaviours and results are 'physical objects' that can be seen, heard and felt. Further along the chain, the mind controls these external behaviours through the 'state' of the person, the beliefs that they hold, and ultimately the values that they nurture. As a leader, you can impact a person at any point in this chain. For every thousand behaviours you modify, you could have the same effect by addressing just two values. Or, so the theory goes.

So, for our discussion, there are three types of values:

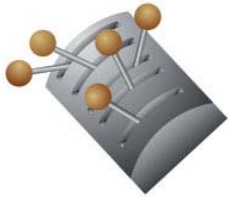
- Content
- Context, and
- Core

**Content values** are the easiest to understand, being associated with abstract concepts that drive behaviours; like: love, humility, ambition, enthusiasm, wisdom, trust or power. They generally have observable behaviours associated with the named value that makes understandable comments like: 'she loves her dog with a passion', or 'he is so enthusiastic about his work'.

**Context values** relate to circumstances or environments that are important to the person. Some of those context values might be: family (holidays, special events), work, spirituality, financial security, social engagement (friends or activities), health (physical or mental well-being), or intellectual commitment (reading or courses). People may express the importance of their context value with words like: 'my family is the most important thing to me in the world', or 'I work very hard to keep my health - it's what gives my life meaning'.

**Core values** are based on the work of Abraham Maslow and his 'hierarchy of needs'. The 'hierarchy of needs' established: physiological needs, safety and security, love and belonging, esteem, and self actualisation as five tiers of values that a person worked to satisfy in their life. To some extent it was an academic pursuit until his student, Clare Graves, put a practical use to the concept. A number of values think tanks have since applied huge resources and rigour to creating

a core values model that can be used to predict beliefs, states of mind, and behaviours of individuals.



It is this core values model that allows change managers to evaluate the drivers and motivators of team members and work with those values to motivate the desired behaviours required of a project. You can think of a person's core values as levers that can be pulled to help achieve the proposed benefits of the project.

For example, if a person's primary value is around power (probably the easiest detected and often most talked about) then putting them in charge of others and satisfying their need for control and authority removes the threat of resistance and sabotage (in an extreme scenario). To address the positives, the person takes up the challenge and puts their skills to use to drive the outcomes and benefits of the project.

In the case of a person whose core values revolve around security, rules and loyalty (incidentally, often more than 60% of the people in larger corporatized businesses); these people need to have a new process sold to them (in writing) and linked to their continued employment and their feeling of loyalty to the business. This type of sales pitch does not work for the other values groups, so each group must be individually addressed.

The eight core values groups (sometimes referred to as 'developmental levels' by some researchers) have been assigned names and colours to represent the core values and allow for easier identification of groups.

It is important to remember that:


- every person will have a preferred values group, which is their default values group controlling their behaviours. This does not mean that it is the only values group that they apply. It also does not mean that the same values group applies in all contexts.
- no values group should be seen as 'better' or 'worse' than any other values group
- people operate out of the values group where they get answers to their problems
- each values group enfolds and incorporates all the levels that precede it, so the preceding skills can be used by a person who can be identified in a particular group
- up to and including level 4 (Absolutist), it is very difficult to see (and above all appreciate the value in) any level beyond the one that you are currently in

## Using Core Values for Motivation

1. Ensure that you have developed rapport with each of your team members and understand where they are coming from
2. Work out what 'core values group' applies to each of your team members
3. Test this with polite conversations and observations in group forums
4. Use this to tailor a motivational approach to bring that person with you on the change journey
5. Assign roles and engage each person by aligning your project requirements with their values
6. Use a strong ethical and moral frame to ensure that you are genuinely interested in the team member's views and beliefs. Cynical use of any leadership or motivational technique can be seen as manipulative, if you are not genuinely engaged in the welfare of the person

## Core Values Groups

1. **Beige**  
(Reactive)  
(Survivalist)



An inwardly pointing world view, dependent on outside support for survival. Today only seen in babies and very young children, and those people suffering from a severe degenerative condition (such as Alzheimer's) or extreme drug dependency. Core values include the need for physical safety and food.

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2. **Purple**  
(Tribal)



Very 'tribal' in its approach. The individual follows a strong leader or symbol. In today's society it is seen in a somewhat more diluted form with limited elements of the military, gangs, family units, football supporters, and highly competitive corporate teams. Core values include belonging with safety and security supplied by the tribe.

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3. **Red**  
(Egocentric)



A highly individualistic group, sometimes with a lot of anger. Can be seen in the 'terrible two's' and rebellious teenage behaviour. Also, evident in macho street violence later in life. Core values here include power, immediate gratification, escaping from being controlled, being respected and avoiding shame. Some evidence that a high proportion of the prison population and caricatured politicians are in this group shown by lack of consequence awareness.

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4. **Blue**  
(Absolutist)



A community oriented group with strong 'moving away from' motivation. Strong sense of right vs. wrong, good vs. bad and the need for order in society. In cultural terms, judicial systems develop at this level. Fundamentalist religious beliefs are seen here too. Core values include justice, applying the 'rules', security and morality. Also, a desire to control impulsivity and 'evil' deeds. Can be seen in movements such as 'right to life', 'moral majority' and large government departments .

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5. **Orange**  
(Materialist)



An individualistic group with a strong personal drive and high energy operating from a 'moving towards' motivation strategy. Very aspirational, keen to succeed and responds well to the trappings of success. Much of creative science emerges as a means to control human destiny at this level. Core values around success, creativity and achievement. Likes to be popular and enjoys winning. Can be seen in competitive sales environments and the upwardly mobile.

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6. **Green**  
(Personalistic)  
(Sociocentric)



Focus on involvement and gaining consensus/agreement. Seeks peace with inner self and to gain contact with the inner self of others. Core values around fairness and equality with the desire to free the human spirit from exploitation. Has generated the women's movement and the civil rights movement in the last century. Wishes to eliminate poverty, racism, chauvinism and other forms of divisiveness. Applies individual principles of conscience.

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
7. **Yellow**  
(Systemic)  
(Existential)



An individually oriented 'systems' viewpoint. Sees the world as being in danger of collapse because of misuse of resources. Wants 'survival' for everyone. Sees life as diverse and paradoxical. Has the pursuit of knowledge as a major driver but without the need to demonstrate his/her own ego. Can often see the bigger picture and be willing to take a position that is contrary to popular opinion. However, may get frustrated if others are not able to see their point.

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8. **Turquoise**  
(Holistic)



Sees a world in danger of geo-political collapse as a result of adopting short term strategies. Seeks spirituality and unity in living systems. Strives to eliminate war, poverty, disease, hunger and political oppression. Recognises the potential need to sacrifice self and others as may be required for the overall survival of life. Thinks and acts globally. Self fulfilling martyrs come from this group.

## **Organisational Values Addendum**

As offered in the opening paragraphs, the term 'values' is often used by companies to drive standards of acceptable behaviour or inculcate aspirational behaviours in employees. These corporate values or organisational values are used as a surrogate for organisational culture, or sometimes to add to the image of the organisation for marketing. These are NOT the personal core values that we want to use for engagement and motivation of people in change programs. Core values are held by the individual regardless of any aspirational organisational culture that businesses may want to invoke.

WalMart, the world largest company, uses content-based values to espouse its 'values'. It picked three content values: respect, service and excellence. Royal Dutch Shell, the world's second largest company, publishes its values as: honesty, integrity and respect. To use an Australian example; Qantas broadcasts its values as: together, genuine, inventive, optimistic, and experienced. In each case the organisation is describing how they will be achieving their aim, goal or mission.

Values based leadership (and related organisational values) is an altogether different topic and there is no intention to discuss it here.

## **A Short list of Context Values**

- Balance (home/work)
- Church (Religion)
- Coaching Mentoring
- Community Involvement
- Conflict Resolution
- Continuous learning
- Family
- Financial stability
- Friendships
- Future generations
- Health
- Helping Society
- Job
- Making a difference
- Australia (Patriotism)
- Personal fulfilment
- Personal growth
- Professional growth
- Teams
- Wealth
- Well-being
- Work

## A More Expansive List Of Content Values

Abundance	Brilliance	Correctness	Enjoyment
Acceptance	Buoyancy	Courage	Entertainment
Accessibility	Calmness	Courtesy	Enthusiasm
Accomplishment	Camaraderie	Craftiness	Environmentalism
Accountability	Candour	Creativity	Ethical
Accuracy	Capability	Credibility	Euphoria
Achievement	Care	Cunning	Excellence
Acknowledgement	Carefulness	Curiosity	Excitement
Activeness	Celebrity	Daring	Exhilaration
Adaptability	Certainty	Decisiveness	Expectancy
Adoration	Challenge	Decorum	Expediency
Adroitness	Change	Deference	Experience
Advancement	Charity	Delight	Expertise
Adventure	Charm	Dependability	Exploration
Affection	Chastity	Depth	Expressiveness
Affluence	Cheerfulness	Desire	Extravagance
Aggressiveness	Clarity	Determination	Extroversion
Agility	Cleanliness	Devotion	Exuberance
Alertness	Clear-mindedness	Devoutness	Fairness
Altruism	Cleverness	Dexterity	Fame
Amazement	Closeness	Dignity	Fascination
Ambition	Comfort	Diligence	Fashion
Amusement	Commitment	Direction	Fearlessness
Anticipation	Compassion	Directness	Ferocity
Appreciation	Competence	Discipline	Fidelity
Approachability	Competition	Discovery	Fierceness
Approval	Completion	Discretion	Firmness
Artfulness	Composure	Diversity	Fitness
Articulacy	Concentration	Dominance	Flexibility
Artistry	Confidence	Drive	Flow
Assertiveness	Conformity	Duty	Fluency
Assurance	Congruency	Dynamism	Focus
Attentiveness	Connection	Eagerness	Fortitude
Attractiveness	Consciousness	Ease	Frankness
Audacity	Conservation	Economy	Freedom
Availability	Consistency	Ecstasy	Friendliness
Awareness	Contentment	Education	Friendship
Awe	Continuity	Effectiveness	Frugality
Balance	Contribution	Efficiency	Fun
Being the best	Control	Elation	Gallantry
Belonging	Conviction	Elegance	Generosity
Benevolence	Conviviality	Empathy	Gentility
Bliss	Coolness	Encouragement	Giving
Boldness	Cooperation	Endurance	Grace
Bravery	Cordiality	Energy	Gratitude

Gregariousness	Lightness	Potency	Saintliness
Growth	Liveliness	Power	Sanguinity
Guidance	Logic	Practicality	Satisfaction
Happiness	Longevity	Pragmatism	Security
Harmony	Love	Precision	Self-actualization
Heart	Loyalty	Preparedness	Self-control
Helpfulness	Majesty	Presence	Self-control
Heroism	Making a difference	Pride	Selflessness
Holiness	Mastery	Privacy	Self-reliance
Honesty	Maturity	Proactivity	Self-reliance
Honour	Meaning	Professionalism	Self-respect
Hopefulness	Meekness	Prosperity	Sensitivity
Hospitality	Mellowness	Prudence	Sensitivity
Humility	Meticulousness	Prudence	Sensuality
Humour	Mindfulness	Punctuality	Serenity
Hygienic	Modesty	Purity	Serenity
Imaginative	Motivation	Quality-orientation	Service
Impact	Mysteriousness	Rationality	Service
Impartiality	Nature	Realism	Sexiness
Independence	Neatness	Reason	Sexuality
Individuality	Nerve	Reasonableness	Sharing
Influence	Nonconformity	Recognition	Shrewdness
Ingenuity	Obedience	Recreation	Significance
Inquisitiveness	Open-mindedness	Refinement	Silence
Insightfulness	Openness	Reflection	Silliness
Inspiration	Optimism	Relaxation	Simplicity
Integrity	Order	Reliability	Simplicity
Intellect	Organization	Reliability	Sincerity
Intelligence	Originality	Relief	Skilfulness
Intensity	Outlandishness	Religiousness	Solidarity
Intimacy	Outrageousness	Reputation	Solitude
Intrepidness	Passion	Resilience	Sophistication
Introspection	Patience	Resolution	Soundness
Introversion	Peace	Resolve	Soundness
Intuition	Perceptiveness	Resourcefulness	Speed
Intuitiveness	Perfection	Respect	Speed
Inventiveness	Perkinsness	Responsibility	Spiritedness
Investing	Perseverance	Rest	Spontaneity
Involvement	Persistence	Restraint	Spontaneity
Joy	Persuasiveness	Restraint	Spunk
Judiciousness	Philanthropy	Results-oriented	Stability
Justice	Piety	Reverence	Status
Keeness	Playfulness	Richness	Stealth
Kindness	Pleasantness	Rigor	Stillness
Knowledge	Pleasure	Rigor	Strategic
Learning	Poise	Sacredness	Strength
Liberation	Polish	Sacrifice	Strength
Liberty	Popularity	Sagacity	Structure

Structure	Wealth
Success	Wilfulness
Success	Willingness
Support	Winning
Support	Wisdom
Supremacy	Wittiness
Surprise	Wonder
Sympathy	Worthiness
Synergy	Youthfulness
Teamwork	Zeal
Temperance	
Thankfulness	
Thankfulness	
Thoroughness	
Thoughtfulness	
Thrift	
Tidiness	
Timeliness	
Timeliness	
Tolerance	
Traditionalism	
Traditionalism	
Tranquillity	
Transcendence	
Trust	
Trustworthiness	
Truth	
Truth-seeking	
Understanding	
Understanding	
Unflappability	
Uniqueness	
Unity	
Usefulness	
Utility	
Valour	
Variety	
Victory	
Vigour	
Virtue	
Vision	
Vision	
Vitality	
Vitality	
Vivacity	
Warm-heartedness	
Warmth	
Watchfulness	