



Window on Work Values



By Dr. Dick McCann



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Preface

Ever since developing the Team Management Systems (TMS) concepts with Charles Margerison more than 30 years ago I have been intrigued with the impact that personal values have on behaviour in the workplace.

Our model of the Team Management Wheel developed the concept of work preferences, which describe what people are like rather than any intentions behind their workplace behaviour. Values, however, define what people think are important – the goals or motivations that shape their behaviour. Values drive our decision-making and cause us to summon up energy to preserve what we believe in or what we want to defend. Infringements of people's core work values can lead to terminal conflicts in teams. That is why an understanding of these core values is essential to effective teamwork.

This e-book is the second in a series that describes the concepts forming the core of TMS technology and summarises the results of more than five years spent developing a model of values in the workplace. This model – the Window on Work Values – helps people to identify the drivers of their behaviour at work and determine how well these personal values are aligned with those of their organisation.

The Window on Work Values can be used for the assessment of personal, team and organisational values. It is particularly useful for developing shared team values and for formulating a Team Charter containing key ground rules for the actions and behaviour of team members.

Dick McCann
Author

Introduction

Values are cognitive representations of desirable abstract goals or motivations – such as security, loyalty, power, and tolerance. They are used to justify choices or actions as being legitimate or worthy, and serve as a framework for assessing the behaviour of oneself and others.

Working with many teams all over the world in more than 20 years of being a management consultant has convinced me that people will expend a lot of energy to preserve core work values, and to defend them against potential violators. Infringements of people's core work values can lead to terminal conflicts in teams. That is why an understanding of these core values is essential to effective teamwork.

Schwartz (1992, 1994) has generated a conceptual definition of values that incorporates the five main features of values recurrently mentioned in the literature. This definition forms the basis of my work on values (McCann, 2002).

Values are concepts or beliefs (1), pertaining to desirable end states or behaviours (2), that transcend specific situations (3), guide selection or evaluation of people, behaviour and events (4), and are ordered by importance relative to other values to form a system of value priorities (5).

Window on Work Values

In developing a model of workplace values I have focused on values where the primary content aspect is the type of goal or motivational concern that the value expresses. The end result is the Window on Work Values (Figure 1), which is a useful model to help understand the differing values that drive people in the workplace. It has been built up from individuals' responses to many questions defining activities or situations at work that they value. Values group together in clusters of eight value types which are depicted as windowpanes, rather like those in the rose windows of many European cathedrals. The model has good structural validity, meaning that value types close to one another in the Window are related whereas those on opposite sides of the Window are unrelated.

Figure 1. Window on Work Values



The Window on Work Values has two independent axes. Running east-west through the Window is the axis that focuses on either the self or the group. Although many people can do both, the results suggest that most people will have a bias one way or the other.

Running north-south through the model is the axis defining the organisational environment that people value. On the north side are the values associated with Organisational Constraint while on the south side are the values associated with Organisational Freedom.

Organisational Constraint as a motivational type is derived from the prerequisite for some groups to ensure smooth interaction and group survival, thereby developing a prescriptive set of norms for group members to restrain impulses and inhibit actions that might hurt others. Organisational Freedom, on the other hand, is a motivational type with defining goals of independence of thought and action where individual behaviour is unrestricted and people are free to choose their pathways, unfettered by organisational constraints. As such these two value types are unlikely to be held in the human psyche with equal probability, as the behaviours associated with each are conflicting.

On the east-west axis of the Window on Work Values are the value types of Self Focus and Group Focus. The Self Focus value types govern the dominance of personal over group goals. The defining motivations for the Self Focus value types are actions that further individual gain and foster a hierarchy of differentiation within an organisation. The Group Focus value types have defining goals where the individual is subordinated to the wishes, needs and goals of the group.

The key Self Focus value type is that of Individualism. People high on Individualism will invest energy in being seen as capable, intelligent and highly competent. They will value self-sufficiency and also the rewards that go with being successful. The work behaviours of those high on Individualism will also depend on the organisational environment they value. People who believe that Organisational Constraints (such as rules, regulations and procedures) are necessary for effective work will hold the Authority value as well, whereas those who desire Organisational Freedom will more likely hold the value of Independence.

The key Group Focus value type is that of Collectivism. Collectivism emphasises the placing of group goals over personal ones. Those who value this highly will want to put others first, support the underdog and work with loyal people who value harmony. Issues such as truth, integrity and fairness feature high on their list. The generation of group opinions and adherence to them are far more important than personal gain. People who value Collectivism highly will use the power of the group to bring individual recalcitrants into line with group thinking.

Work behaviours of people who value Collectivism will depend to a large extent on their desired working environment. Those who value Organisational Constraint will also hold the value of Conformity. Those who believe in Organisational Freedom are more likely to value Equality.

The Window on Work Values helps explain why problems exist within any group of people working together. Value types define core frameworks that people hold and for which they are prepared to expend considerable quantities of energy in either promoting or defending. Most people will hold three or four of the value types reasonably strongly and because of the structure of the model these values are more likely to be concentrated in one particular section, giving rise to key value patterns which are useful in understanding and predicting individual and group behaviour.

The eight core value types

Individualism

Individualism is the value type that focuses entirely on the self. It comprises values held in high regard in many western countries such as the USA, Australia and the UK. A society that values Individualism will idolise the individual and have many role models to which people aspire.

People high on Individualism tend to classify themselves and others by individual characteristics rather than by membership of a particular group. Individualists in the world of work are driven by the need to be successful and competent, and to receive the individual accolades that go with successful performance. Individual incentives such as pay for performance and assessment based on individual targets are the hallmark of Individualism. Very often high-performers, heroes and champions are sought out for special praise.

In an organisation valuing Individualism, people are encouraged to achieve alone and take personal responsibility for their decisions. Conducting business alone means that they are respected by their organisation and have esteem. Negotiators can commit those who sent them and are usually reluctant to go back on an undertaking. The toughest negotiations were probably done within the organisation while preparing for the meeting.

An organisation valuing Individualism will have in its senior management structure a collection of individuals striving to do the best for themselves as well as their organisation. In many cases employees are more interested in how their current organisation can benefit their personal career rather than what they can do for the organisation. In other words their involvement with the organisation is more likely to be 'calculative' rather than 'altruistic'.

Organisations that value Individualism will emphasise individual initiative and achievement and will reward people who show these characteristics. Promotion is just as likely to come from outside the organisation as inside and will be based on market value. As a result, job mobility is likely to be higher than in organisations based on Collectivism where there is much more of a 'cradle-to-the-grave' approach.

Collectivism

Collectivism is the opposite of Individualism and is a value type that focuses on the importance of the group rather than the self. People who hold these values will usually put others first and want to work in a way that preserves the functioning of the group and the support that goes with it. Collectivists will want to avoid conflict and often go out of their way to promote harmony.

For 'collectivists' the important words are 'we', 'us' and 'ours', compared to words such as 'I', 'me' and 'mine', which reside in the vocabulary of the 'individualist'. Individualists will work in a team primarily because it will further their self-interest, whereas collectivists need a team to give them social context, meaning and purpose. The work group is like a family, community or clan that nurtures its members and gives them a sense of belonging. Trade unions are often based on the need for Collectivism within organisations that focus primarily on Individualism.

Although many people give lip service to values such as 'integrity' and 'the truth', these are guiding principles to 'collectivists' who will want to behave in ways that align with such values.

In a collectivist group, consensus is highly valued and group members are reluctant to vote on key issues unless there is an absolute necessity. They much prefer to continue meeting and debating issues until a group decision emerges. This is why decisions in primarily collectivist organisations can take a long time. However once there is agreement, implementation can proceed quickly.

Pay-for-performance schemes that reward individuals are less likely to work with groups that value Collectivism. Where the group is working cohesively, it is far better to construct a group-bonus system where everyone in the group benefits from the group's performance. Many organisations meet the needs of both Individualism and Collectivism by combining individual pay-for-performance systems with a group bonus structure.

Negotiations in collectivist organisations are often done with many people from the one organisation involved in the face-to-face discussions. Leaders of delegations are more likely to be valued when they arrive with several colleagues rather than on their own. Whereas lone-ranger negotiators are valued in 'individualism' cultures, they are considered less important in 'collectivism' cultures if they don't have a team of people helping them.

Compliance

Compliance is a core value type built around a person's need to work to an agreed set of rules and procedures – the Organisational Constraints. People high on Compliance feel comfortable in knowing what they can and can't do and it is this security that enables them to give of their best.

Compliance in the Window on Work Values is midway between Self Focus and Group Focus and if this value type is the strongest one then a person holding it will give equal emphasis to both themselves and the group to which they belong. Usually this is manifested by their need to set an example in being obedient, following the rules, sticking to procedures and being stable. Their desire to also ensure that their group functions well is shown by their tendency to advocate these values when working with others. Therefore if they are in a management position they will expect team members to also comply with the organisational constraints although they will not push this as strongly as someone who holds predominantly the Authority value.

Organisations that value Compliance will usually have a clearly defined strategy and a system of ensuring that detailed business objectives are cascaded throughout the organisation. In most cases performance evaluation schemes against these targets are designed to ensure the business objectives are delivered. For many of these organisations the basic philosophy may well be that of 'punishment' rather than encouragement.

Empowerment

Directly opposite the Compliance value type is Empowerment. A person strongly holding this value will insist on organisational freedom, where they can have the opportunity to contribute to the organisation, unfettered by unnecessary rules and regulations. They will accept the need for goals and direction but because they hold to the principles of self-reliance and self-accountability they will want to establish their own constraints in order to pursue outputs and outcomes in their own way.

The Empowerment value type is midway between a focus on the self and a focus on the group. Consequently a person who scores highest on Empowerment will also value empowerment being passed on to those they manage. As a result they will usually want to work in a way where they can find the best in others and give them personal responsibility. High-scoring Empowerment people are also more likely to value and implement personal development and training programs for their staff.

Organisations that value Empowerment highly can often be identified by their open system of management where there is a readiness to listen to others' ideas, no matter how radical, and a culture where people are encouraged to learn from their mistakes.

Authority

The Authority value type comprises a focus on the self, combined with a belief in the need for organisational constraints. A strong Authority person will want to work within an organisational hierarchy so that adequate control processes are in place and outputs delivered to maximum quality and minimum cost. They usually believe that people need to be monitored otherwise inefficiencies will creep in.

The focus on the self means that they will often want to put themselves first and be seen to be right in front of others. They usually dislike being proved wrong and may react strongly to situations where they are allowed to 'lose face'. Authority people will be ambitious and because they put themselves first they will constantly seek promotion and may therefore have a tendency to be highly mobile.

Organisations that hold the Authority value strongly tend to have a hierarchical system of management where the leader takes charge and organisational structure and accountability are unambiguously enforced. People are less likely to challenge those in senior positions, as there tends to be an acceptance that the leader is always right. Such organisations are often identified by a system of strong line management authority in pursuit of an agreed business plan.

Equality

The Equality value type comprises a focus on the group, combined with the need for an organisational environment that allows a degree of freedom. Equality people value the group and therefore put emphasis on the need for tolerance and the acceptance of other people's ideas and beliefs. The need for organisational freedom means that they expect to be trusted and will give trust in return, to those people they are managing. To some extent there is an air of altruism about high Equality scorers, as they like to work for the benefit of others and have a willingness to forgive.

In an organisation that values Equality there will be a belief that everyone brings value, talent, skill and resources to the organisation, no matter what their job function. People understand that a hierarchy of management is necessary but interactions between those at the 'top' and those more to the 'bottom' tend to be frequent and courteous. There is an openness about such organisations where equality of opportunity is available to all.

Independence

The Independence value type is a combination of a focus on the self with the need for an environment that allows organisational freedom. In many ways high Independence people are often seen as mavericks or 'loose cannons' who value their own creativity and will work with a high degree of self-direction and autonomy. The problems come when they go off in different directions to those defined by organisational visions or team purposes.

High Independence scorers value making their own decisions and 'doing their own thing'. Material rewards are not necessarily key desires. They would rather have a 'long leash' and the freedom to act in any way they thought might be beneficial. They are even likely to continue working in organisations where remuneration is low, provided that their independence is ensured.

Organisations that value Independence highly are often those where individual creativity and 'having fun while working' are part of the culture. Many of the 'dot com' start-ups, with senior executives under thirty years old, have a culture where this value type is upheld.

Conformity

Conformity is the combination of a focus on the group plus the need for an environment of organisational constraints. People high on the Conformity value type will avoid extremes of action and conform to others' expectations of them. Conformity people will not want to stand out from the crowd but fit into the norms of the group, as they need a group in order to give of their best.

Whereas Independence people are more likely to challenge the status quo, Conformity people are happy doing what they are told. They are more likely to want to preserve the organisations' traditions and culture and if they hold this value strongly they may have a tendency to oppose change.

Organisations that value Conformity often have a culture where there is an emphasis on the past and a reluctance to take risks. The ideals of the 'founders' tend to be preserved and reinforced by a celebration of the past successes. Rewards tend to be given to those who want to conserve past values and in this way a strong solidarity is maintained which, in a rapidly changing environment, could lead to a situation of 'group think'.

Visual patterns

Most people will hold three and perhaps four of the core values quite strongly. The combination and strengths of these patterns will define core principles that will drive their behaviour. In conflict positions people will revert to their underlying core values and expend energy in fighting for and upholding the principles associated with these core values.

More often than not serious conflicts occurring at work can be traced back to people holding opposing values as defined by the Window on Work Values. Some of these patterns are quite complex, however the more basic patterns can be understood by looking at opposite value pairs in the window. Examples for the Authority-Equality and Conformity-Independence pairs are shown in Figures 2 and 3.

Figure 2. Key differences between the Authority and Equality value types

High Authority	High Equality
<ul style="list-style-type: none"> • It is important to be seen to be right in front of others. • Likely to have a lower tolerance for people with opposing beliefs and ideas. • Will be ambitious and take every opportunity to push themselves forward for promotion. • Will respond well to feedback that highlights their prowess in leadership activities. 	<ul style="list-style-type: none"> • Respond best to people who show tolerance. • Expect people to be treated equally and fairly. • Do not enjoy conflict and will have reduced motivation and commitment in such circumstances. • Appreciate people who can show forgiveness.

Figure 3. Key differences between the Conformity and Independence value types

High Conformity	High Independence
<ul style="list-style-type: none"> • Will exercise self-restraint and make allowance for their needs to work within the defined rules and regulations of their organisation. • Show respect for the hierarchy that may exist within any group. • Accept that stability is the preferred way and avoid radical changes. • Will avoid extremes of action and accept the current situation rather than moving to change it. 	<ul style="list-style-type: none"> • Value freedom of thought and freedom of action. • Will want to exercise their own creativity and will not respond well to those who restrict them. • Will give of their best when allowed to 'do their own thing'; may push for radical change. • Will want to formulate their own goals and have the autonomy to pursue them.

Development of the model

Reliability

Individual work values are measured by responses to 64 questions, 8 per value type. Respondents are asked the question, 'Is this activity or situation something you value at work?' All 64 questions are first answered in this way. For those questions marked Yes, respondents then record to what extent they value the activity or situation. Four responses are possible – *To a Little Extent*, *To Some Extent*, *To a Great Extent*, *To a Very Great Extent*. Responses are scored as 0 for a *No* response to any question, 1 for *To a Little Extent*, 2 for *To Some Extent*, 3 for *To a Great Extent* and 4 for *To a Very Great Extent*.

For example, Question 15 is 'Having a leadership role'. If this is an activity that the respondent does not value at work then a 0 is recorded. If a YES is recorded and the second pass is marked at the *To a Great Extent* level then the response is recorded as a 3.

Four versions of the profile questionnaire were developed from an initial item pool of more than 100 questions. The fifth version became the commercial version. Reliability data are shown in Figure 4. Sample descriptives are available in the *Team Management Systems Research Manual: Fifth Edition* (McCann and Mead (Eds.), 2019).

Cronbach alpha coefficients in the range 0.75 to 0.90 are ideal for most work-based instruments. However in the Window on Work Values there are a broad range of values contributing to each value type cluster and we can safely relax the alpha coefficient requirements to 0.70. All value types except Empowerment and Collectivism reach this level and I would confidently expect these value types to pass the 0.70 level with a larger sample size.

Figure 4. Cronbach alpha coefficients for each value type (n=3024)

Value type	Cronbach alpha coefficient
Compliance	0.84
Conformity	0.78
Collectivism	0.68
Equality	0.74
Empowerment	0.69
Independence	0.82
Individualism	0.71
Authority	0.71

Structural validity

In developing a continuous model such as the Window on Work Values it is important to examine the structural validity of the model to ensure that the correlations between one value type and the other seven vary progressively around the model. Adjacent value types should show a moderate correlation that then progressively decreases as the gap between value types increases. Opposite value types should be unrelated or even negatively correlated.

Pearson product-moment correlations for each of the value types are shown in Figure 5.

The progressive nature of the correlations can be seen by plotting any horizontal line in Figure 5 on the Window on Work Values. Figure 6 shows the plot for the Conformity line. Conformity is correlated to the adjacent sectors, Compliance and Collectivism, at the 0.75 and 0.49 levels respectively. The relationships then decline to the lowest figure of -0.16 for Independence, the value type that lies directly opposite Conformity. These results show that an eight-sector model is sufficient to differentiate core values in the workplace.

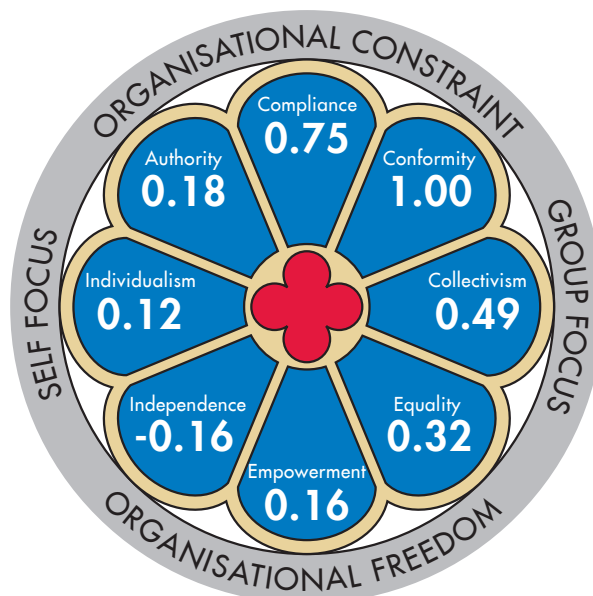
Figure 5. Pearson product-moment correlations for each value type (raw scales; n=3024)

Value type	CP	CF	CV	EQ	EM	IP	IV	A
CP		0.75	0.39	0.18	0.04	-0.16	0.15	0.28
CF			0.49	0.32	0.16	-0.16	0.12	0.18
CV				0.66	0.35	0.11	0.17	0.05
EQ					0.54	0.18	0.18	0.03
EM						0.45	0.49	0.27
IP							0.57	0.32
IV								0.57
A								

Key:

CP	Compliance	EM	Empowerment
CF	Conformity	IP	Independence
CV	Collectivism	IV	Individualism
EQ	Equality	A	Authority

Figure 6. Pearson product-moment correlations against Conformity (n=3024)



Face validity

My experience over many years has shown that in the end business concepts and models will have little usage unless they have high 'utility'. One way of ensuring high utility is to make sure the language, concepts and Profile feedback have a high 'face validity' with the target population. The Profile language and feedback report was developed in a number of focus groups using the development samples of Version 1 to 4 of the Window on Work Values Profile Questionnaire (McCann, 2003a). Face validity in excess of 80% was reached with the final development sample.

Organisational values

Organisational goals and behaviours are greatly influenced by organisational values. These values are often a reflection of the individual values held by senior management. Senior management values, in turn, are often perpetuated by the succession planning and management development processes that ensure that core organisation value types are upheld. In this way important values from the past are preserved for the future.

People's perceptions of their organisation's values will vary and are often coloured by the interactions they have with their immediate managers. Problems can arise if there is a misalignment between the values of the individual and the values of the organisation.

The Organisational Values Profile (McCann, 2003b) is a way of measuring different perceptions of values by respondents rating their organisation on 32 items. It gives a quick measure of employees' perceptions of organisational behaviour that relates to underlying values. It is an ideal way to measure any inconsistencies in the various business units that are the building blocks of organisations.

There is no limit to the number of respondents taking part in a particular evaluation. However there is a practical limit that relates to the maximum number of separate groupings that are possible. Currently there are five separate grouping defined as Group A, Group B, Group C, Group D, and Group E. This enables five separate teams in one business unit to assess the unit's organisational values and then compare and discuss any similarities or differences.

The results highlight any differences between individuals in the same team and across teams. Particularly useful are data that compare senior management views of the organisation with those at a lower level. This often highlights areas where management fails to 'walk the talk'.

The report data gives visual graphics as well as quantitative data and even enables a match to be done between an individual's values (as measured by the Window on Work Values Profile) and their perceived organisational values (as measured by the Organisational Values Profile.)

In a recent evaluation one team member, Tony, saw the top three value types in his organisation being Authority, Compliance and Conformity. Other team members had slightly different views and the model was then used as a way of discussing the core values on which the organisation was founded.

Individual values

Individual values can be easily determined from the Window on Work Values Profile Questionnaire, which maps a person's values onto the Window on Work Values. For Tony, the map is shown in Figure 7. This map shows Tony's work values strongly represented in the Empowerment and Equality sectors, more than three times greater than those in Authority and Compliance. Part of his Profile feedback report stated:

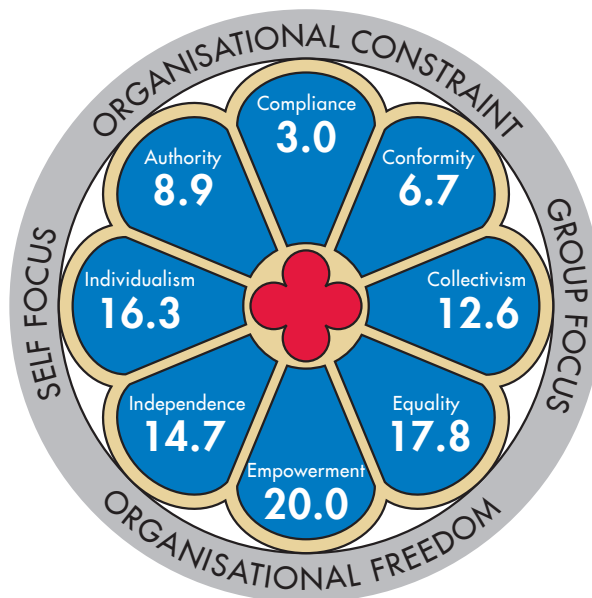
You scored strongly on the Empowerment value type. This is the part of the Window on Work Values where people value a working environment where there is a degree of organisational freedom as to how people generate results.

For you, it is important to have the opportunity to contribute in a variety of ways to work projects and to be trusted that you will do your best to achieve the goals and expectations of the organisation. You will prefer situations where there is little supervision and high levels of accountability and responsibility are delegated to you and your team.....

You are not necessarily a person who responds well to orders being given in a detached, compliant way and sometimes you may react badly to those who expect you to do as you are told. Sticking to procedures and respect for the organisational hierarchy are not necessarily guiding principles in the way you approach work.

In general, you will have some difficulties in working with people who score high on Compliance. You may see them as inflexible and resistant to change. You much prefer to be around people who also see the importance of empowering others to achieve their maximum potential...

Figure 7. Window on Work Values mapping



This feedback information was very helpful in helping Tony understand the difficulties he was having in fitting into the culture of his current organisation. It helped him think about his career and look at ways to achieve alignment between his personal work values and those of any organisation he may work for.

Balancing the Window

One of the difficulties for managers is to balance the Window to meet their own needs and those for their direct reports. Many have difficulties in getting the right balance between Individualism and Collectivism. This dilemma is shown in Figure 8.

People with significant scores on both Individualism and Collectivism are often faced with this dilemma. They understand the need to work in a team and value the group approach. But they need to beware of a potential tendency to use the group for their own advancement – i.e. their Collectivism score may be there only to support their Individualism score.

Another dilemma is sometimes experienced by those with significant scores on both Compliance and Empowerment. Figure 9 shows the problem.

Here the danger is that lip service is applied to Empowerment. Managers espouse the value of Empowerment but then double-check the work of others to make sure that everyone is complying with the 'correct' way of executing the tasks. Such a situation is described as 'Complying Empowerment' and can have a serious negative effect on employees.

Figure 8. The Individualism-Collectivism dilemma



Figure 9. The Compliance-Empowerment dilemma



Team values

High-performing teams need a common purpose and a shared set of values aligned with the organisational vision. The tool for doing this is the Team Charter, comprising the Team Purpose and Team Values. This will help everyone understand what the team is supposed to do, why it is doing it and how everyone should contribute to the outcomes. If a team does not have such a Charter then team members can be pulled in many different directions at once. The Team Purpose is discussed in another e-book in this series, *High-Energy Teams* (McCann, 2020).

An important part of the Team Charter is an agreed set of shared values. When a team agrees on its core values it is easy to deal with conflict situations. Team members can then pull in the same, rather than different, directions. Without agreed common values, problems will definitely arise.

The Window on Work Values can be used as a basis for team members to agree an ideal set of value types that will guide team members' behaviour. A Team Values Statement should identify behaviours and actions that will ensure that the agreed value types are upheld. Many teams and organisations advocate values such as 'integrity' and 'openness' but only pay lip service to them because they are not developed into agreed behaviours and actions.

Case Study: The 'Big Cheese's'

A good example of the process for generating a Team Values Statement comes from some work I did with the cheese division of a large dairy company. The senior management team used a card sort technique to identify which of the Window on Work Values sectors they wanted to focus on in developing ideal team values. They identified three important sectors: Empowerment, Independence and Individualism. These value types were then broken down into component values and these values were used as the basis of behavioural and/or action ground rules.

The main values comprising the three above value types are listed below.

Empowerment value type

Checklist values in this cluster are:

- Finding the best in others
- Self-accountability
- Being dependable (e.g. attending meetings fully prepared)
- Giving and receiving the opportunity to contribute
- Taking and giving personal responsibility
- Self-reliance
- Allowing people to learn from mistakes in a positive way
- Readiness to listen to anyone's ideas

Independence value type

Checklist values in this cluster are:

- Encouraging individual creativity
- Deciding what I do
- Formulating my own goals
- Autonomy
- Freedom of action
- Doing my own thing
- Freedom to make own decisions
- Having fun

Individualism value type

Checklist values in this cluster are:

- Self-sufficiency
- Individual competence
- Setting and delivering challenging targets
- High individual rewards for excellence
- Being seen as capable and intelligent
- Succession planning
- Self-direction
- Being successful
- Opportunities for personal learning

Team ground rules

Using these checklists the team members worked in groups and as a whole team to break down the more important values into behaviours and actions to support the agreed team value types. The final result was the Team Values Statement shown below.

These ground rules then became part of the team's Charter and were placed in a prominent position for all team members to see. When disagreements arose in the team then these ground rules helped to resolve the conflict.

Organisational goals and behaviours are greatly influenced by organisational values. These values are usually a reflection of individual senior management values, which in turn, are often perpetuated by the succession planning and management development processes that ensure that core organisational values are upheld. In this way important values from the past are preserved for the future.

Team Values Statement for the 'Big Cheese' management team

In terms of the Window on Work Values our team holds most strongly the value types of Empowerment, Independence and Individualism. As such we aim to focus on the needs of our group, working with a high degree of individual freedom to meet organisational expectations. We also support some aspects of the Authority and Equality value types, insofar as there should be equality of opportunity within an agreed framework of line management authority. We encourage team members to meet their own needs while supporting one another to achieve the team goals.

In support of the values comprising these value types we agree on the following ground rules that will guide the behaviours and actions in our team.

- Our team will be fair, tolerant and trusting and be seen by others to have these qualities.
- We acknowledge that everyone brings value, talent, skill and resources to the team.
- We support gender and ethnic balance and without compromising on quality will move towards a recruitment policy implementing this.
- We will develop a clearly defined strategy and cascade detailed business objectives throughout the group.
- We will use a personal development program to develop key actions and to obtain buy-in to deliver objectives.
- Effective and open communication is important to us.
- We will come to meetings fully prepared.
- Teambuilding is important to us and we will encourage team development for senior management and other teams, using the Team Management Wheel.
- Full participation is expected by each team member and we accept the right of anyone to make and respond to any respectful challenge.
- There will be a focus on team goals before personal agendas.
- We will regularly measure performance against targets and key actions.
- Within these performance measures managers will have scope in how the actions are delivered.
- We encourage and respect different ideas.
- We are open to new ideas and will listen supportively.
- We support periodic brainstorming sessions.
- We will help one another.
- Failures are to be learned from in a positive way.
- Personal learning is to be encouraged.
- We agree to share all our information, for the benefit of the team.
- Individual rewards are important to us but we recognise the need to establish a system of team rewards.
- As a group of individuals we expect each person to have a high degree of self-direction and autonomy, working within the agreed corporate guidelines.
- We expect to have challenging targets.
- We support public recognition of success and will develop ways to implement this.

Organisational values data

Data has been gathered from 800 respondents who assessed their perceptions of their organisation's values, in terms of the McCann Window on Work Values. Descriptive data for the sample collected along with reliability and validity data for the Organisational Values Profile Questionnaire can be found in the *Team Management Systems Research Manual: Fifth Edition*.

Gender analysis

Of interest is the difference in perspective between male and female raters. The top three value types are listed in Figure 10. It should be noted that 0 is a 'neutral' rating, 1 a 'mostly agree' rating and 2 a 'strongly agree' rating.

Male and female respondents rated their organisations with the same values hierarchy – Empowerment (1), Equality (2) and Collectivism (3).

The ratings by the female group are significantly higher than the male ratings, but it would be unreliable to draw any conclusions. Possible reasons might be that female respondents were more decisive in their answering pattern or that women might seek to work for organisations where these value types are more highly regarded.

Figure 10. Mean score comparison for gender on the top three value types

Value type	Male (n=340)	Female (n=455)
Compliance		
Conformity		
Collectivism	0.50	0.61
Equality	0.54	0.69
Empowerment	0.64	0.82
Independence		
Individualism		
Authority		

Age group analysis

Figure 11 presents the top three value types for age groups. Again 0 is a 'neutral' rating, 1 a 'mostly agree' rating and 2 a 'strongly agree' rating. Please note that age groups *Less than Age 20*, *Age 20-29*, and *Age 60 and over* have not been analysed due to their size being too small for accurate results.

It is difficult to draw conclusions from this data, except perhaps that the responses from the older age groups show less discrimination than the younger groups. This is possibly due to a tendency of the older age groups to choose the central responses of 'mostly agree' or 'mostly disagree'.

Figure 11. Mean score comparison for age groups on top three value types

Value type	Age 30-39 (n=209)	Age 40-49 (n=229)	Age 50-59 (n=126)
Compliance			
Conformity			
Collectivism	0.57	0.55	0.54
Equality	0.71	0.54	0.57
Empowerment	0.81	0.65	0.69
Independence			
Individualism			
Authority			

Organisational size analysis

The top three value types of the organisational size groupings are listed in Figure 12. Again, it should be noted that 0 is a 'neutral' rating, 1 a 'mostly agree' rating and 2 a 'strongly agree' rating.

For small organisations (<50) Empowerment, Equality and Independence are the main value types driving the organisation. A similar result occurs for the next grouping of 50-250, although there is a move away from Independence and the mean scores are significantly lower. The change continues with organisations in excess of 250 where Conformity becomes more important and this is further strengthened in the largest grouping of more than 1000 employees.

The results suggest that in smaller organisations the value types of Organisational Freedom dominate, where people are empowered and tend to work independently as 'equals' with fewer levels between the top and the bottom of the organisation. The value type of Independence declines with larger organisations and there is more of a focus on the 'group', but still working within a framework of Empowerment.

For the larger organisations, there is a shift away from the freedom associated with the value types of Empowerment and Equality to Collectivism and the 'constraint' value type of Conformity.

Figure 12. Mean score comparison for organisational size on the top three value types

Value type	<50 employees (n=222)	50-250 employees (n=109)	250-1000 employees (n=136)	>1000 employees (n=232)
Compliance				
Conformity			0.57	0.59
Collectivism		0.51		0.38
Equality	0.98	0.50	0.37	
Empowerment	1.14	0.71	0.57	0.43
Independence	0.82			
Individualism				
Authority				

Conclusion

Work values cluster into eight core value types that guide the behaviours of people in the workplace. These value types are firmly ingrained in individuals' psychic structures and as such people will expend large amounts of energy in promoting and defending these values.

A mismatch of core value types can lead to terminal conflicts in work teams. By understanding the Window on Work Values and the behaviours that are likely to flow from core value types, leaders and managers are able to guide their teams through the minefield of destruction that comes when people fail to value and make allowances for 'differences'. The model can be used in a number of practical ways at the individual, team and organisational levels to give better bottom-line results that come from mature teams understanding why people behave the way that they do.

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About the author



With a background in science, engineering, finance and organisational behaviour, Dick McCann has consulted widely for organisations such as BP and Hewlett Packard. He is co-author of *Team Management: Practical New Approaches*, with Charles Margerison; author of *How to Influence Others at Work* and *The Workplace Wizard: The Definitive Guide to Working with Others*; and co-author with Jan Stewart of *Aesop's Management Fables*. Dick is co-author and developer of the Team Management Systems concepts and products and also author of the QO₂TM Profile, *Window on Work Values* and *Organisational Values Profiles* and the *Strategic Team Development Profile*. Dick has been involved in TMS worldwide for over 30 years.

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