

Window on Work Values

- Explore key individual working values which influence motivation and engagement.
- Understand the importance and impact of personal values at work.
- Gain a better understanding of how people operate together.
- A model that can be used at all levels to explore personal values, team values and organisational culture.
- Practical personal feedback.
- Helps create and embed team values.
- Illustrates an individual's hierarchy of values.



McCann
Window on Work Values Model

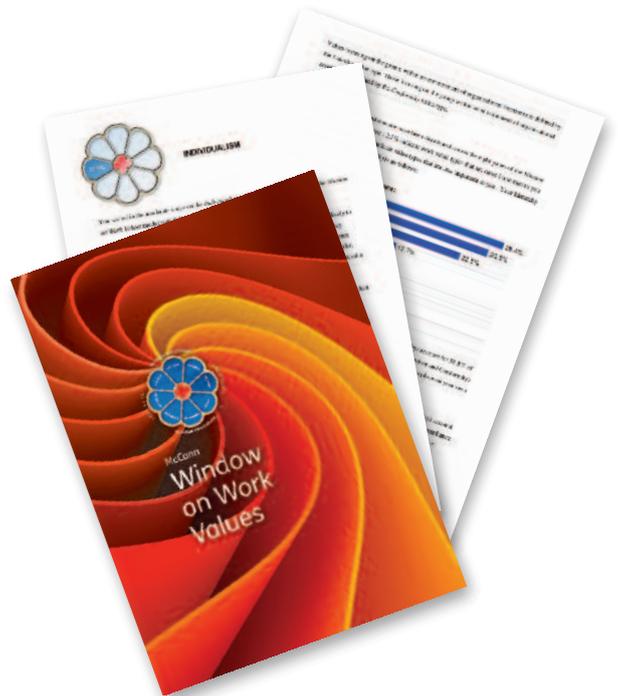
For teamwork to be effective, we need to understand individual working values as these influence motivation and the way people work. The Window on Work Values offers important insights into how things actually get done in an organisation, helping people gain a better understanding of how people operate together and how well individuals fit with the culture of the workplace.

How does it work?

Each individual completes a 64-item Questionnaire online which is analysed by our expert software to produce a customised personal report. Feedback focuses on value types that are fundamental drivers of behaviour and can be applied to individual and team development.

Each Profile contains a clear overview of an individual's scores in each sector of the model, guidelines on interpreting them and practical information on how to interact with others whose values differ from theirs.

Once a team's core values are identified, they can develop their own team values statement and explore how this relates to the broader organisational picture.



Academics benefit from values exchange

The Window on Work Values Profile played an important role in helping to create a common culture across two merging UK academic institutions.

“Both had strong reputations for teaching art, so people thought it would be a perfect marriage,” says independent consultant Keith Willis. “But it soon became clear that they had completely different cultures and values, and this was reflected in the way they worked. One was very structured, organised and methodical and the other was more laid-back in its approach.”

In eight workshops covering a cross-section of around 140 people, including administrators, academics and the executive team, people received their individual Profiles. These revealed which of the eight core value types – from Individualism and Independence to Equality and Conformity – people fell into, and Keith encouraged participants to reflect on and share the results.

“It really became an extended conversation about how to accommodate each other’s differences, what they could

live with and what they needed to work on in order to operate in what, effectively, would be a third culture,” he says. “The enlightenment was invaluable, but they will have to keep working on what they learnt in order to embed it. If you can make this Profile work in an academic institution, where people like to challenge, you can make it work anywhere!”

Keith, who has also used the tool in leadership development for teams and individuals, likes the Profile because of the deep insight it affords into people’s motivations. He explains: “Our work preferences drive our behaviour, but the Window on Work Values Profile helps us to work out why we have those preferences. Our values are so deep-rooted we might not even realise how strongly we hold them.”

But while we can adjust our behaviour, values are difficult to shift, he points out. “The tool is a conduit for facilitating conversations about how to create more positive cultures.”

