

A Time to Remember. Celebrate. Create.

2009 has come and (is almost) gone! Some of us will have had a phenomenal year with much to be celebrate! Some of us will have suffered loss and will be needing to focus on self-care. And some of us will move into reflection mode to assess the year that has past.

Support your passion by taking a few moments to:

1. Hold a mental picture of those aspects of your life which are most precious to you.
2. Recall and celebrate the actions, big and small, that you took in 2009 to support them.
3. Think of new actions that you could take in 2010 to provide further progress!



From the PassionWorks! Team, we wish you a wonderful holiday season! We are grateful for your support and friendship.

Values – A Key Driver of Passion at Work

We can look at values in three ways: Personal Values, Corporate Values and, most importantly, how the two connect to create and sustain passion at work.

Personal Values & Work

Values are key to ensuring people can create and sustain high meaning at work. If we know our personal values, (defined as what is most important to us), then we can organize our lives so that we are aligned to what we care about the most.

EXAMPLE: If fairness & justice are core values, then we must ensure we operate in ways that are congruent with this value. We cannot, for example, “play favorites” at work or stand by when a colleague is unjustly accused. If we do, our contradictory actions, even at a subconscious level, will inhibit our ability to sustain high meaning in our work. We are eroding our foundation for PassionFlow if we do not take actions which align to our core values.

When we know our core values, and our actions are in synch, then we have a strong foundation for sustaining high meaning, which is essential to passion at work. *What are your core values?*

Corporate Values

Most organizations have created documents which contain their corporate values. For example, it is not uncommon to see the following list of values posted on corporate walls: respect, integrity, innovation, transparency, teamwork. Once this list is created, the company must operate in ways that are completely congruent. If they don't, employees become cynical and corporate value statements become a joke!

EXAMPLE: Many companies have a version of the following statement on their walls: “Our People First.”

- What behaviors support such a statement and build a bond between the company and its employees?
- What behaviors create cynicism and disengagement?

The Recession: Many companies who claim employees come first have chosen to downsize their workforce, as an obvious and relatively easy way to remain profitable or viable. Other companies, with the same mantra, have worked hard to give people options such as temporarily reduced salaries, time off without pay, early retirement without penalty, 4-day work weeks, etc.

Aligning Personal & Corporate Values

The last element is how to align an individual’s personal values with corporate values. What if a person’s personal values are different than the stated corporate values?

EXAMPLE: What if “achievement” is a corporate value and “balance” is an individual value? Or, what if a person’s core values are “change & variety” and the dominant corporate value is “stability”?

In our experience, having *different* values is not an issue, as long as the employee can respect the corporate values and agree to support them. Employees need to understand that when s/he signs an employment contract, s/he is also agreeing to support the corporate values and demonstrate behaviors congruent with those values.

How to align: Define and create behavioral measures for each corporate core value.

1. Employees need to learn the definition of each value.
2. Employees need to learn what behaviors demonstrate support of the value to others in the organization.

EXAMPLE: If Achievement is a Corporate Core Value, it may be defined as follows: “Something accomplished successfully, especially by means of exertion, skill, practice, or perseverance.” The behavioral measures may include such things as: meeting all goals and objectives itemized in personal performance plans; meeting goals and objectives according to the pre-defined measures of success; thinking creatively to accomplish tasks regardless of challenges, etc.

Sometimes organizations have not taken the time to properly describe what it means to uphold corporate values. In this case, employees will struggle more. Creating alignment is a shared responsibility: organizations need to provide the necessary information, means and support for people to self-manage; employees need to understand the importance of upholding corporate values and undertake to adapt their routines and preferences to accommodate and even embrace the value set.

When people share values, in theory as well as in practice, a powerful energy emerges. This collective energy creates an environment in which people are not only able to produce meaningful products but are also able to work together in meaningful ways.