

# Achieving Results

A Black Diamond Associates Publication

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## Identifying Values

◆ A series on transforming your organization

Many people have given little more than a passing thought to identifying the values that govern their personal behavior, and even fewer organizations have done so. Instead, they accept the values of others or let situations determine the values. In almost all cases in which values are not clearly defined, good decisions are more difficult to make. Without values, people are easily influenced and decisions are subject to frequent change or compromise. “Situational values” confuse people, and create problems and complexity.



Successful leaders make important decisions based on a set of core values...doing the right things for the right reasons. In an organization, personal values may differ. A leader will help everyone focus on a “common-good” value that will engender a desire for cooperation and team work, without invalidating those personal differences.

What are your values? Can you easily and specifically identify them? What about the people throughout your organization? Are they committed to the organizational values?

Take time to clarify or review the values you hold as a leader. Focus on what is really important to you, and ask yourself, “What are those few beliefs that I value so strongly that I will not compromise?” Sometimes when crystallizing your values, it helps to identify and clarify those values that you respect in other leaders you hold in high regard. What values do their actions, habits, and life-style exemplify?

Often the values you see and respect in others are indicators of what you hold as personal values. How do these values exhibit themselves in your business decisions, in your relationships with customers, employees, stockholders, suppliers, and your community? Crystallize those values which YOU identify and embrace as the values by which you want to live your life, as well as those of your organization.

Involve key people in the process of identifying what the core values should be. Get support and input from other senior managers. you may also want to elicit input from other people throughout the organization; the more involvement and commitment they have in the process, the more ownership they'll have of the results. use all of this input to crystallize the core values.

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**Black Diamond**  
A s s o c i a t e s

Our goal is to help you achieve significant long-term results and to successfully address current needs. We accomplish this by developing a partnership with you in which you clearly identify the results desired and the obstacles that are preventing you from achieving those results. Black Diamond Associates helps you discover the way to unlock the door to success and achieve the things that are most important to you.

Black Diamond Associates helps you discover the way to address your challenges and to achieve results. Through proven processes, we work with organizations to:

- Develop strategic plans
- Create alignment between behavior and strategic objectives
- Produce positive, measurable behavior change in leaders, managers, and supervisors
- Accelerate sales to exceed quotas, shorten sales cycles and improve closing ratios
- Increase customer satisfaction and reduce customer problems
- Improve productivity by eliminating waste
- Turn ideas into focused action that get results

In short, we help you achieve improved results!

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# The Magic Key To Happiness And Success

There is an ancient legend about a time in the history of humanity when society so abused wisdom that wisemen decided to take the secret of happiness and success away from man and hide it where mankind would never find it again. The big question was where to hide it? A council was called by the chief of the wisemen to discuss this question. The lesser of the wisemen said, "We will bury the secret of happiness and success into the dark depths of the earth."

The chief wiseman responded, "No, that will never do, for mankind will dig deep down into the earth and find it."

Then they said, "Well we will sink the secret of happiness and success into the dark depths of the deepest ocean."

But again the chief wiseman replied, "No not there, for humankind will surely learn to dive into the dark depths of the ocean and will find it."

Then, one of the lesser wisemen said, "We will take it to the top of the highest mountain and hide it there."

But again the chief wiseman said, "No for humankind will eventually climb even the highest mountain and find it, and again take it up for themselves."

Then, the chief wiseman said, "Here is what we will do with the secret of happiness and success. We will hide it deep inside every individual, for they will never think to look for it there."

To this day according to legend, people have been running back and forth across the earth - digging, diving, and climbing, in search of something that they already possess within themselves.



## A Sports Model for Teamwork

If you are a manager, consider the following: Old-line hierarchical companies follow a football model of organization. Everyone lines up in a specific place under the direction of the quarterback. The quarterback is the only person responsible for seeing the whole field and determining strategy. Action stops in between plays, so the company has time to plan and look ahead. A better model for today's modern corporate environment is basketball. Here, people flow around the floor, instantly adapting to changing circumstances. There's virtually no pausing of play. People form and reform in various offensive and defensive alignments. Modern corporations need flexibility and teamwork, which provides the ability to handle changing circumstances.

*Source: Bernard Avishai of Monitor Consultants in Cambridge, MA*

## Who Needs a Coach?

Most individuals and organizations benefit from working with a coach to help sharpen skills and overcome hurdles for improved performance.

Most coaching clients are pretty secure in who they are, but they want more - or they want something better, faster, or easier - with more effective results.

We work with you to apply your skills and knowledge to accomplish your goals. It's not knowledge that is power, it is applied knowledge!

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After you have crystallized your personal and organizational values, you will find it helpful to rank them. The first two or three should be those values that you will not compromise. Your highest-ranked core values remain firmly established and rarely change. Strategies, practices, procedures, and structure should be continuously evaluated and open to modification and improvement. Ranking values helps establish priorities for decision making. Organization values are an integral part of your strategic plan and the cornerstone for the actions and decisions of everyone in the organization. If you have not done so recently, revisit your strategic planning process and the plan itself. Additional time spent in this activity will have a positive impact upon your bottom line and ultimate success.

In our next issue we will discuss the key to Valueship (Part 2)