



Values in the Workplace

IEMA:Organizational Dynamics



Professor Philip Hallinger

What are Values?

- ◆ Our personal values and beliefs determine what we think is right/wrong, good or bad, proper or improper.
- ◆ The **content** of our values suggests what we consider to be important.
- ◆ The **intensity** of our value preferences concerns “how important we believe that value to be”.





Unit Learning Objectives

1. To distinguish between and identify terminal and instrumental values.
2. To reflect on your own personal values and state how they impact your working behavior.
3. To understand how values impact staff attitudes and behaviors.
4. To analyze strategies by which leaders employ their values to achieve results.
5. To evaluate the concept of organizational fit and the implications for your career path and leadership development.



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Our Values are at the Source of Motivation

- ◆ People are motivated by different purposes or values.
- ◆ Our internal or intrinsic motivation comes from the opportunity to express and achieve core values.
- ◆ This especially true in helping professions where extrinsic motivators such as money are not usually the primary motivation.



From Ladder 49

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Features of Values

- ◆ Our values are quite stable.
- ◆ Values are shaped by experience with family, school, friends, & workplace.
- ◆ The predominance of specific value preferences does vary across cultures.
- ◆ It's difficult to change someone else's personal values.



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Two Types of Values

- ◆ It is useful to distinguish between two general types of values.
- ◆ **Terminal values** which reflect ends or goals.
- ◆ **Instrumental values** which reflect the means of achieving them.

Terminal Values	Instrumental Values
A world of beauty An exciting life Family security Inner harmony Self respect	Broad minded Clean Forgiving Imaginative Obedient

The Power of Personal Values



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Terminal Values: What we wish to achieve

- ◆ Personal Freedom
- ◆ Happiness
- ◆ World peace
- ◆ Harmony
- ◆ Spiritual growth
- ◆ Wealth
- ◆ Social recognition
- ◆ Wisdom/Knowledge
- ◆ Social contribution
- ◆ Career success
- ◆ Family happiness
- ◆ Community spirit



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[The Power of Personal Values](#)



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Instrumental Values: How we achieve our goals

- ◆ Ambition
- ◆ Self-discipline
- ◆ Mutual respect
- ◆ Fairness
- ◆ Honesty, Integrity
- ◆ Sincerity
- ◆ Consistency
- ◆ Logic, standards
- ◆ Obedience
- ◆ Friendship, relationship
- ◆ Risk-taking, Innovation
- ◆ Cleanliness, neatness
- ◆ Ethical behavior, honesty



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[The Power of Personal Values](#)

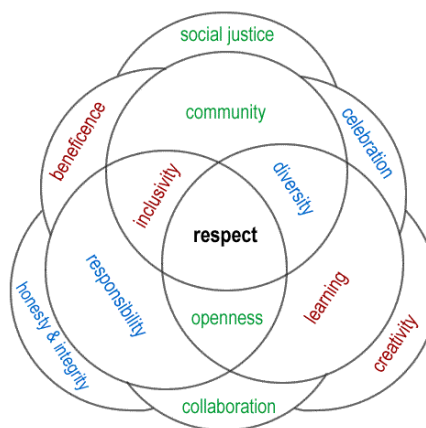


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Values Represent Another Framework for Understanding Others

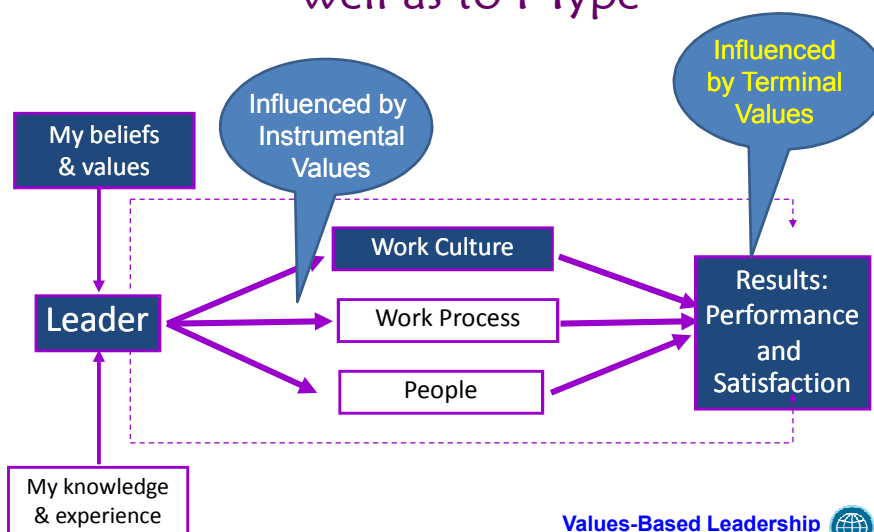
- ◆ Values offer another perspective for understanding what motivates people.
- ◆ Understanding our own value preferences can help us work more intentionally.
- ◆ Understanding the values of others can be used to create higher motivation, learning and performance.



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How We Lead Relates to Our Values as well as to P-Type



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Personal Values Influence Leadership and Commitment

- ◆ Values shape our perspective and what we think is important.
- ◆ Values can be used to inspire others towards shared goals.
- ◆ This is one feature of 'transformational' leadership.

C.T Hew

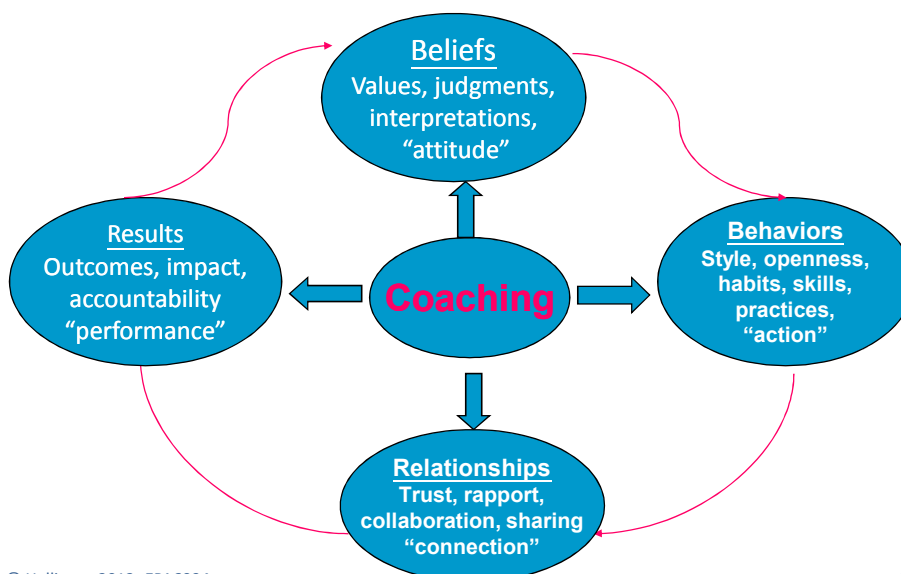


[Principle-Centered Leadership](#) 

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Beliefs and Values Lead to Results



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Leaders make decisions under conditions of uncertainty

- ◆ Subordinates respect “consistency” from their leaders in the values they apply to decisions.
- ◆ Over time this will come to define “the way we do things around here”
- ◆ Under conditions of uncertainty leaders “substitute values” for missing information.



[Expertise in Principals' Problem Solving](#) 

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Reflection: Make a table and rank order y
personal values in each column



My Terminal values: What I wish to achieve	Instrumental values: How I will achieve my terminal values
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.

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Values and Purposes in Education

- ◆ Terminal values define goals.
- ◆ The goals of educational systems have changed rapidly over the past two decades.
- ◆ They have become increasingly similar across the world.
- ◆ Goals have also become much more ambitious.



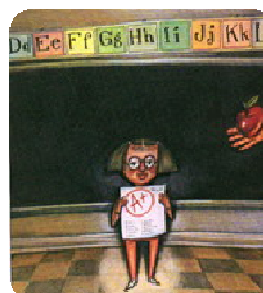
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Educational Goals have Changed in Hong Kong

“Young people must have a global perspective. They need personal integrity, strong language ability, computer literacy, and ability to think independently and creatively.”

- Moses Cheng, Education Commissioner, Hong Kong



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Educational Goals have Changed in Thailand

- ◆ Competence
 - Literacy
 - Math
 - Technology
 - Language
- ◆ Virtue
- ◆ Happiness

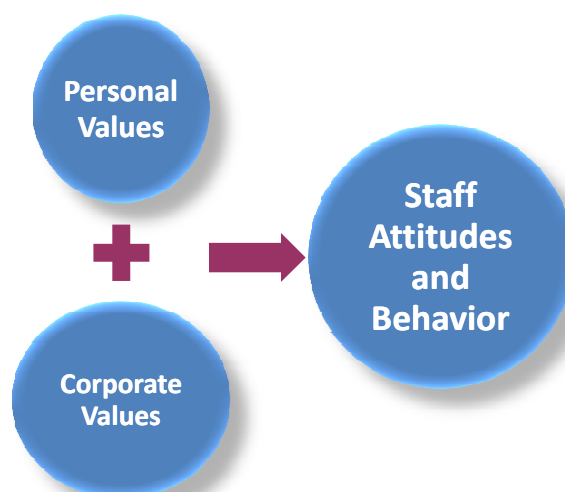


Educational Goals

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Values, Attitudes & Behavior



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Values in the Schoolhouse

- ◆ Values are central to the role of school leaders .
- ◆ Leaders help interpret and define the values (goals) of their organizational units.
- ◆ Understanding the motivations of teachers is critical to motivating them.
- ◆ Values represent the “glue” that binds the teaching staff in a common cause.



Ronald Wolk

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Example of How a School Leader Uses Values

- ◆ Dennis Littky is a high school principal
- ◆ What are his terminal values:
 - _____
 - _____
- ◆ His instrumental values?
 - ◆ _____
 - ◆ _____



Dr. Dennis Littky

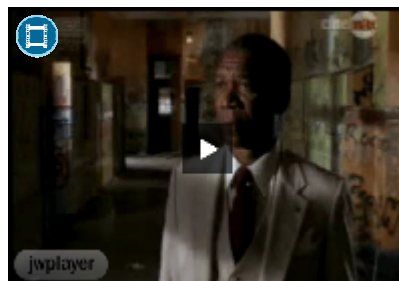
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What were Joe Clark's Values?

- ◆ What terminal and instrumental values are expressed in this video clip?
- ◆ How did he use values to shape behavior?
- ◆ Was his approach ethical in your judgment? Why?



Joe Clark's 1st Faculty Meeting

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Another Educator Responds to a Similar Challenge

- ◆ Our values generate our expectations. Our action is an expression of our values.
 - "Children will rise or fall to the level of our expectations"
 - "All we need is 'ganes' – desire."
- ◆ Expectations are the most powerful 'tools' of educators.



Jaime Escalante
"Stand and Deliver"

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Still Another Educator Responds According to Her Values

- ◆ There is no single right way to lead.
- ◆ How we lead will be based on our values, personality, knowledge and prior experience.
- ◆ But successful leaders do not just impose themselves on the school or the situation, but respond and adapt to what is needed.



Deborah Meier

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Fit Between Corporate and Personal Values

- ◆ Person-organization fit concerns values as well as personality
- ◆ Value alignment between individuals and their workplace affects job satisfaction
- ◆ Individuals will tend to select and succeed in organizations whose values are aligned (or they will leave)



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Summary

- ◆ People and organizations are described by their dominant values
- ◆ Some have clear values, some do not
- ◆ Values are used by managers as 'tools' to shape behavior of staff towards desired goals
- ◆ Person-organization fit is key to both personal satisfaction and organizational performance



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END LESSON

Values in the Workplace

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