



Living Values™
Education



DISTANCE ONLINE COURSES



Living Values in Business

For all aspects of the business sector from the mum & pop store to the large corporations.



The Purpose to this book is to bring to the attention of all people in business the importance of Values to the bottom line and the personal benefit to management, staff and customers alike

2017 Association for Living Values Education International

Living Values in Business

This book is created in support of all people in the business sector by providing introductory material to offer to the small and large business owner in-conjunction with the Living Values activities and practical engagement modality.

While we agree that Values have an equal place in all business and service environments, it is often the small hands-on management/owners who do not have the access to supportive human resources type material and often need help in embracing within their business a Values based atmosphere whereby owners, management, staff at all levels, administrative and shop-floor can relate with Values engaged and thus inspire and enthuse customers with an unusual high quality of service and customer satisfaction.

The materials offered are drawn from many sources including the Living Values books and we acknowledge those whose thoughts and ideals have helped bring “Living Values in Business” into being.

VALUES ARE OUR BUSINESS.

**PEACE, LOVE, RESPECT, TOLERANCE, RESPONSIBILITY,
COOPERATION, HONESTY, HUMILITY, HAPPINESS,
SIMPLICITY, FREEDOM, UNITY.**

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SETTING THE CONTEXT

Living Values Education is a global endeavor dedicated to educating hearts as well as minds. LVE provides an approach, and tools, to help people connect with their own values and live them.

Need for Values and Values Awareness in All Aspects of Life

The values of peace, love, respect, honesty, cooperation and freedom create a social fabric of harmony and wellbeing. What would you like your business environment to be like? What would

you like the world to be like? Reflect for a moment on the atmosphere and energy you would like to spend your days in....

LVE's Purpose and Aims

LVE's purpose is to provide guiding principles and tools for the development of the whole person, recognizing that the individual is comprised of physical, intellectual, emotional, and spiritual dimensions.

The aims are:

- ◆ To help individuals think about and reflect on different values and the practical implications of expressing them in relation to themselves, others, the community, and the world at large;
- ◆ To deepen knowledge, understanding, motivation, and responsibility with regard to making positive personal and social and employment choices;
- ◆ To invite and inspire individuals to explore, experience, express and choose their own personal, social, moral, and spiritual values and be aware of practical methods for developing and deepening them.
- ◆ To encourage and support employers to look at Values education as embracing management and staff as valuable assets, worthy of a philosophy of living and working in harmony, thereby facilitating their overall growth, development, confidence, purpose and choices so that their attitude and behavior to one another would be a reward of

the workplace. Therefore creating a Values Based Atmosphere must be the primary objective of every business.

On the nature of persons within the world and the embracement of values

1. Central to the Living Values Education concept is a view of persons as thinking, feeling, valuing whole human beings, culturally diverse and yet belonging to one world family. LVE therefore concerns itself with the intellectual, emotional, spiritual and physical well-being of the individual.
2. The discourse of understanding, of thinking, feeling and valuing, is vital in the encouragement of growth of the individual and their interactivity between administration, staff, and the customer. Establishing a dialogue about values within the context of a values-based business environment facilitates an interpersonal, cross-cultural exchange on the importance values in at all levels in the workplace.



The Value of including 'Living Values' in your Business Strategy

A conscious business has a deeper purpose beyond only making profits. Just like individual people by following their hearts can discover their own sense of deeper purpose, so can the business enterprise.

— John Mackey, Chief Executive Officer, Whole Foods

Business owners tend to focus on making their company successful by concentrating their efforts on operations, sales, marketing and growth. It is true that all of these areas support and improve the bottom line, and that they are important aspects of running a business, but there is another important consideration that many business owners are unaware of.

If asked what business owners know about creating a work environment that aims to increase the level of happiness for employees and customers alike, many business owners wouldn't consider this relevant, nor would they know how much time and attention should be placed on achieving such a result, so for many business owners this important aspect is not included in their business strategy at all, which, as you will soon learn, places their business at a distinct disadvantage in comparison to the business's that do recognize the importance of achieving their values-based business goals.

The lack of knowledge around the benefits of increasing the level of happiness in a workplace is surprising considering the

numerous studies that clearly show how a business's bottom-line benefits from this application. It is through the results of this research (see bibliography for information sources), that we are able to see the benefits of working to achieve this business strategy.

These benefits range from an increase in the development of more innovative products, increased customer satisfaction, better employee relations and productivity, and fewer employee sick days.

Ideally, when the employee's wellbeing is prioritized, they will generate new ideas and consistently and positively engage their colleagues and customers, which has a remarkable flow-on effect on your company's financial position. Consider now, how remarkable this effect is when you multiply this result by the number of employees you employ and you will quickly see how important a workforce that places happiness and wellbeing as a priority is to your company's bottom line.

This Living Values Business model can be applied in any business or work environment. The benefits of living and working in a values-based atmosphere are becoming more recognised by business owners from all industries.

The reasons provided in this booklet show that more people are interested in introducing Living Values into their place of work because the return on this investment provides better opportunities for growth and success.

Living Values Education are fortunate to have friends from all around the world that have reported to us how well their business has grown and how the workplace has become a happier and more productive place because they implemented these 'new' strategies. So please accept the information provided to you in this booklet, we are 100% confident that the level of happiness and success in your place of business will improve directly in proportion to the efforts you take to create a values-based work environment!

The Value of Happiness in the Workplace

Why should Happiness be included in the business model?

One might ask the fundamental question of "Why not find Happiness at work..." The reasons why we should aim to create more happiness in the business model is because we now know that when we invest in happiness, for both employees and customers, we are actually driving profits for the business!

Studies show that employees are more creative when they're in good moods, and that customers will pay more for a premium experience, these two reasons alone are enough incentive to have most business owners reconsidering their business priorities.

Alternatively, when employees are unhappy, they are more likely to call in sick or leave for a better employment opportunity which costs business in many ways including the loss of the intellectual resource and increased recruitment and training expenses.

Allocating business funds and other resources to workplace happiness doesn't guarantee a positive return, no investment does, however we can safely determine that the right investments in happiness do pay off and that employee satisfaction makes this a worthwhile enterprise regardless of the outcomes, the added bonus however is that this action directly relates to shareholder return.

What exactly is happiness?

According to the Oxford Dictionary, "happiness" is "the state of being satisfied that something is good or right." In standard terms, happiness is often thought of as the difference between expectation and performance meaning the difference between what an employee expects out of their employment and what they perceive about what they actually receive, for example, if we take two employees and one expects a high bonus and the other a low one then the employee expecting less will be happier than the employee that expected more. The same general ideal holds true for customers when it comes to a business's product or service experience.

To better understand what factors are involved in improving your employee's wellbeing in the workplace, here are some key principles that should be considered-

Purpose: Knowing that you are part of something meaningful, something bigger than the individual, where shared goals matter.

Self-governance: Believing that you are driving your future path, encouraged to work in roles that you are good at and have the opportunity to learn new skills.

Relations: Ability to create meaningful relationships through shared experiences that are productive and enjoyable.

Influence: Recognising that your work influences the lives of others, that you feel valued and can see the positive influence that your actions have on others and toward the goal of excellence.

Happiness and Employee Retention

Employees are happiest and therefore more productive when they feel they are involved in meaningful work that provides job satisfaction. If employees' experience distrust and dissatisfaction with their employers they may become frustrated therefore less productive and less engaged in their work which may then cause employees to look outside of the work environment to find opportunities for personal fulfillment and self-expression.

Employees who work in a values-based work environment are generally happier so they inadvertently influence and contribute positively to the work environment.

We know that people are a company's greatest asset, it therefore stands to reason that this asset should be taken care of as best possible in order for the workforce to be as productive as possible. If there exists a problem with employee turnover then one of your

business goals should be to improve retention. A popular reason for people who choose to stay in their jobs long term is because they enjoy their work and working with their co-workers therefore a business strategy that is aimed at retaining valuable employees by continuously working to build a safe and happy workplace needs to be a priority.

Does Customer Happiness Matter?

We all agree that happy customers buy more products and services than unhappy customers and as a side benefit, they may also offer other meaningful support to a company. Happy customers are also more likely to become repeat customers, they are considered more loyal, will pay more for a greater consumer experience, and will even push company marketing. It is also well established that dissatisfied customers are more likely to share their negative experiences more than their positive ones, in other words, people are more likely to seek variety in their choices when they are unhappy, thus damaging brand loyalty. Furthermore, understanding the reasons that cause happiness shifts as people grow older can help businesses target their services and products more accurately.

Promoting Customer Happiness

When employees and customers participate in a company's community projects, they are likely to feel the influence of their actions and as a result they will connect that positively to the

company brand. In this way companies identify the employee and customers' emotional interests and goals which builds the sense that spending time with the company (brand) will help them attain those goals.

Companies can also stimulate employee and customer happiness by making them feel that they are part of its growth and success toward excellence. Being connected to such a company (brand) can make employees and customers feel like they are a part of something special just because they are 'informed and current'.

And most importantly, the easiest and most obvious way for companies to increase employee and customers' sense of happiness in the work place is by listening to and acting on their feedback, ideas, complaints, compliments and/or other issues.

Managing for Happiness

It is fair to say that making the right investments in happiness, like any other management decisions, involves a clear understanding and a deep knowledge of your company's brand, culture, community and reputation. Each company's considerations will be different because every company is different so one investment may not be worthwhile for another company but may yield an impressive return for another. The elements of happiness can also change from company to company, having said this it is wise for managers to build companies/brands that allow for movement on the path to building a happy and values-based workplace.

The Pursuit of Excellence

The pursuit of excellence in a company involves a corporate-wide philosophy of not ever being content with how business was done previously, or what the company was able to achieve in the past but rather to constantly strive to improve business operations which includes increasing the level of employee happiness, increasing customer satisfaction, always working to upgrade operational efficiency and the productivity of everyone in the organization as well as to develop better products and services.

The importance of this value is partly motivated by the competitive nature of business because companies that don't strive for constant improvement will often lose market share to their competitors that do focus on the pursuit of excellence as a primary objective to reaching strategic company goals.

Another reason for prioritising excellence as a business strategy is that when the company embodies excellence in itself, the benefits can include having a positive influence on its employees and ideally the company is then able to share its successes with the team that helped achieve these successes.

“Act as if you knew everything you say and do is being recorded. If what you are thinking of doing is not consistent with the image you want to convey, don’t do it.”

Michael Josephson

Goals and Objectives

When we consider what the key factors are that help make a business successful, we are often told that it was through the blood, sweat and tears of the owners and their team, that it took hard work and determination, not to mention spending every waking moment on achieving this goal. The next factor described by those who build successful businesses often relate to a having a strong foundation, a clear mission statement and a focus on meeting definite strategic business goals and objectives.

The purpose of setting definite business goals and objectives is to help clarify the purpose of the business and to help to identify the necessary actions required to successfully achieve this. Goals are statements that describe the desired achievements for the business, and objectives are the relevant steps required to reach your goal. It is important to ensure that both goals and objectives are specific and measurable, for example, goals can include areas such as growth, profitability and customer service and can be supported with a variety of objectives that can be implemented to achieve those goals.

In this booklet *Living Values* aim to provide reasons for why your business goals should include building a good values-based workplace and supporting employee and customer happiness as the foundation of your business, the objectives to meet this will also be explained here.

Know Your Company's Values

Through developing, maintaining and supporting good company values and ethics throughout the business, we can set a standard that provides employees with a moral code by which the business will operate. While it is very difficult to control the actions of every employee, it is important to define the expectations right from the start and also to develop relevant procedures for significant deviances from this code keeping in mind that every employee has the right to feel safe and supported in their work environment. The aim is to create a culture that monitors and supports values within itself while at the same time employees that are not living their values in the workforce are able to be offered support and further training to help them see the benefits for all and to choose to live this way for themselves.

Some examples of good company values and ethics could include but are certainly not limited to - honesty, accountability, respect, caring, reliability, peace, love, cooperation, happiness, humility, responsibility, simplicity, tolerance, freedom and unity. Good values and ethics therefore need to be included in the very foundation of your business and reach all levels of operations.

To be sure there is no confusion, a company's values need to be clearly defined in an organization's mission statement, vision statement, bylaws and throughout its policies.

The following list of principles is an example of characteristics and values that most people associate with good ethical business behavior-

1. **HONESTY-** Ethical executives are honest and truthful in all their dealings and they do not deliberately mislead or deceive others by misrepresentations, overstatements, partial truths, selective omissions, or any other means.
2. **INTEGRITY-** Ethical executives demonstrate personal integrity and the courage of their convictions by doing what they think is right even when there is great pressure to do otherwise; they are principled, honourable and upright; they will fight for their beliefs. They will not sacrifice principle for expediency, be hypocritical, or unscrupulous.
3. **RESPECT-** Ethical executives are worthy of trust. They are candid and forthcoming in supplying relevant information and correcting misapprehensions of fact, and they make every reasonable effort to fulfil the letter and spirit of their promises and commitments. They do not interpret agreements in an unreasonably technical or legalistic manner in order to rationalize non-compliance or create justifications for escaping their commitments.
4. **LOYALTY-** Ethical executives are worthy of trust, demonstrate fidelity and loyalty to persons and institutions by friendship in adversity, support and devotion to duty; they do not use or disclose information learned in confidence for personal

advantage. They safeguard the ability to make independent professional judgments by scrupulously avoiding undue influences and conflicts of interest. They are loyal to their companies and colleagues and if they decide to accept other employment, they provide reasonable notice, respect the proprietary information of their former employer, and refuse to engage in any activities that take undue advantage of their previous positions.

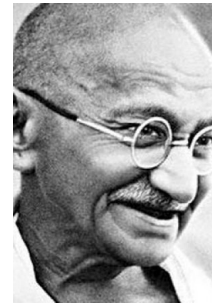
5. **FAIRNESS-** Ethical executives are fair and just in all dealings; they do not exercise power arbitrarily, and do not use overreaching nor indecent means to gain or maintain any advantage nor take undue advantage of another's mistakes or difficulties. Fair persons manifest a commitment to justice, the equal treatment of individuals, tolerance for and acceptance of diversity, they are open-minded; they are willing to admit they are wrong and, where appropriate, change their positions and beliefs.
6. **CONCERN FOR OTHERS-** Ethical executives are caring, compassionate, benevolent and kind; they like the Golden Rule, help those in need, and seek to accomplish their business objectives in a manner that causes the least harm and the greatest positive good.
7. **RESPECT FOR OTHERS-** Ethical executives demonstrate respect for the human dignity, autonomy, privacy, rights, and interests of all those who have a stake in their decisions; they are courteous and treat all people with equal respect and dignity regardless of sex, race or national origin.

8. **LAW ABIDING-** Ethical executives abide by laws, rules and regulations relating to their business activities.
9. **COMMITMENT TO EXCELLENCE-** Ethical executives pursue excellence in performing their duties, are well informed and prepared, and constantly endeavor to increase their proficiency in all areas of responsibility.
10. **LEADERSHIP-** Ethical executives are conscious of the responsibilities and opportunities of their position of leadership and seek to be positive ethical role models by their own conduct and by helping to create an environment in which principled reasoning and ethical decision making are highly prized.
11. **REPUTATION AND MORALE-** Ethical executives seek to protect and build the company's good reputation and the morale of its employees by engaging in no conduct that might undermine respect and by taking whatever actions are necessary to correct or prevent inappropriate conduct of others.
12. **ACCOUNTABILITY-** Ethical executives acknowledge and accept personal accountability for the ethical quality of their decisions and omissions to themselves, their colleagues, their companies, and their communities.

(<http://josephsononbusinessethics.com/2010/12/12-ethical-principles-for-business-executives/>)

*"We but mirror the world.
All the tendencies present in the outer world are to be
found in the world of our body.
If we could change ourselves, the tendencies in the world
would also change.
As a man changes his own nature, so does the attitude of
the world change towards him.
This is the mystery supreme.
A wonderful thing it is and the source of
our happiness.
We need not wait to see what others
may do."*

Mahatma Gandhi



Values and Ethics in the Workplace

Business values and ethics will vary by company, they are defined mostly by the behaviours and values that govern a business environment and so they become a set of guiding principles that set a standard for individuals in an organization to make decisions. These decisions are based on the company's affirmed beliefs and attitudes toward business practices and therefore should be applied from the top-level executive right through to the employees working directly with the consumers. If companies do not prioritise setting up strong ethics and values within their training programs and by role modelling them at every level then they may find themselves with a poorly functioning workforce or a business that doesn't reach it's intended goals.

Conveying Company Values & Ethics

Besides including the importance of company values and ethics in the initial employee training, it is also important to continue the theme of a values-based work environment at every opportunity. By defining the reasons and links between a considerate workplace relationships and compassionate return policies or sharing the successes of increased customer satisfaction surveys, managers are able to reinforce the value of an ethical business because they are explaining to employees how relevant behaviour and action affects the business' overall mission. This helps employees understand the link between ethical business behavior and corporate success.

Advertising Values and Ethics

The sole purpose of advertising is to get consumers to the door, or website of a business. There are many strategies that advertising can use to achieve this goal and consumers are well aware that not all companies practice what they promote they do and say. As we fully intend to stand by what we advertise it is essential to not allow misleading advertising or messages of any kind at any stage of the consumer/business interaction. In this way values-based businesses can begin to stand out from the crowd and to provide other companies with a new baseline of business honesty and integrity.

Acting with Integrity

When a company clearly defines their business ethical values as a core element of their corporate culture it sets the stage for employees to perform their job responsibilities suitably. An employee with this understanding will usually do what's right for

the business because it feels right for them and it does not conflict with their own understanding of personal ethics, values and or beliefs. When employees trust the motives of their employers, this is shown to positively effect individual and collective workplace success including higher incomes and more successful employee evaluations / promotions.

In-house Business Practices

When it comes to in-house business practices, it is important that management lead by example with regards to the values and ethics of the company so as to have a positive influence on the expectations and behaviours of employees. People who work together often spend more time together than they do with their families so they can often establish and develop friendships, but sometimes the reverse is true and if the environment is not values-based, co-workers can also develop strong negative feelings and behaviours about others on the team which can lead to dissention and lowered productivity and as we now know, this has a flow on effect to other people in the team as well as clients and customers.

*A GREAT TREE CANNOT GROW WITHOUT
DEEP ROOTS*

*GOOD CHARACTER CANNOT SURVIVE WITHOUT
GOOD VALUES*

Michael Josephson

Appropriate and Acceptable Behaviors

Business practices must define appropriate and acceptable behaviour at every opportunity. It is not enough to simply state that good values and ethics are expected and required, we also need to list specific rules that revolve around good values such as policies that prohibit alcohol and drugs in the work place as well as any form of discrimination and/or behaviours that can cause another to experience harm or discomfort inadvertently or directly. Rules such as these are designed to avert potential problems, misunderstandings or, in some cases, a possible public relations nightmare due to specific ethical lines being crossed.

Most employers will hold orientations and training for new employees, they may also assign a buddy for the first few days to show them the specifics of the role. Along with this formal training, some employers also hold mandatory diversity or sexual harassment training to ensure employees have no misconceptions about these most common and serious types of inappropriate behaviour. In-house education and coaching policies are highly recommended as a preventative action and can offer opportunities to share and encourage a strong values-based learning and working environment.

Plan for an Ethical Workplace

As there are many variations of 'acceptable' behaviour in business dealings, companies that want to build an ethical workplace can define their business values by setting clear examples of what is considered right and wrong behaviour from the very start of the employee-employer relationship and reinforced in all company communications, as it applies to them. Some methods for achieving this may include role-playing scenarios such as employee disputes, negotiations with contractors or a variety of

customer interactions or with recognition of leading examples from the 'employee of the month' at monthly meetings or in inter-company newsletters.

Fair Treatment

A business that wants to assert ethical behaviour practices in the workplace will ensure that they clearly define what it considers fair and just treatment of other employees and all customers. Ethical behaviour and fair treatment to all includes goodwill among co-workers and toward customers, an interest in giving back to the community and the self-awareness to not create situations where unethical behaviour could occur. And as mentioned earlier, employees are more likely to comply with corporate policies and management decisions when these behaviours are role-modelled from the top down and when employees understand how the company defines its business ethical values.

Managing Unethical Business Values

Whilst it is important to clearly define your company's business ethical values in the workplace environment it is equally important that management lead by example and actively allow these ethics and values to guide their every interaction both internally and externally, they must also ensure fair treatment for all. In this way your company can reduce the dissention between employees and management as well as any hidden animosity and unhappiness which can lead employees to make poor personal and professional decisions that are often based on a reasoning of the ethics involved.

For example, an employee who steals from his company may fully understand that the behaviour is unethical, however because of what he considers unfair treatment or dishonest business practices justifies it by saying he was under-paid or the company overcharges so it got what it deserved.

Coaching and training to help manage problems

Even with in-house training and coaching, problems can still arise so it is important to develop protocols to implement, should the need arise, that matches fairly with the severity of the situation. A company's values can be used to direct the resolution process including the amount of tolerance regarding inappropriate behaviour.

As a company that prioritises a values-based work environment the process may include a series of group discussions and activities to educate the team further, team building exercises, role play and mind mapping can be built into the protocols. This approach would have greater results than other methods that set hard lines where disciplinary action is swift and often severe and the employee is named and shamed because this approach usually installs fear and uncertainty which are not productive to team building and self-confidence.

Awareness of Employees' Welfare

It is important to understand that employees view their careers as more than just a means of earning an income, they also want to work for a company that truly cares about them and recognises their worth and contributions. It is understandable therefore that employees want supervisors to listen to their ideas and concerns when they offer them. Employees also want to see that the company has a career path available to them in which they can

continue to learn and grow their knowledge and skill base, acquire new skills and to rise within the organization.

Employees understandably also want a pleasant and safe work environment, having said this it is also fair then to say that company managers want to be supplied with the resources they need to do the best job that they can including having adequate resources to ensure a safe and healthy workplace, adequate staff to manage the workload, up to date technology to ensure efficient work systems, and the appropriate funding required to achieve assigned goals.

Understanding the Wellbeing Needs of Your Workforce

You may not have previously considered your employee's wellbeing as any of your business however each employee's wellbeing contributes to whether or not the collective team efforts are able to successfully meet the business's goals. Each day in your business there are some employees who don't show up, who inadvertently erode your productivity and who are not able to give their full attention to the job at hand and these factors can cost an unaware business owner in lost revenue.

Having said this, it is wise to keep in mind that unhappiness in the workplace and its consequences on employee productivity is not always a conscious understanding on the employee's behalf, and unhappiness can often be because they are struggling or suffering in other more important areas of their lives which is why it is important to support employees as much as possible in the workplace.

In order to properly support your employee's wellbeing, it is useful to understand that there are five essential measurements that are universal and are interconnected elements of wellbeing to

consider which also indicate how people think about and experience their lives, these include:

1. **Career Wellbeing:** how each person occupies their time and whether or not they like what they do each day
2. **Financial Wellbeing:** relates to how effectively people manage their economic life and whether or not this increases security and reduces stress
3. **Community Wellbeing:** this is determined by the sense of engagement each person has including the involvement they have in the area where they live
4. **Physical Wellbeing:** relates to people having good health which influences the amount of energy each has to get things done each day
5. **Social Wellbeing:** relates to whether or not each person has strong relationships and love in their life

Whilst the company will not be able to influence all of the above elements, they can at least better understand how by supporting the ones that they can influence they will have a positive effect on the employee's overall wellbeing, thus the employee's ability to be happy and productive.

Generosity

Generosity in a business suggests that each employee of the business should share in its success, this acts as an incentive for employees to continue to give the company their dedication and good work, in this way rewards for achieving standout results are enjoyed both by the employer and the employee.

Rewards can be shared in many ways including with bonuses, stock options or other specific financial benefits however to really embrace the philosophy of generosity companies will offer wages

that are higher than the average industry standard for that type of job. Some of the benefits to employers who follow this principle are greater employee loyalty and higher productivity.

Community Involvement

Business's that are able, do well to share their successes with the community and society as a whole because this sets a good ethical standard and encourages support from the local community. It is not unusual to see large corporations who have staff members responsible with finding worthwhile charities to support or proposed charitable contributions that are voted on and then included in the annual budget. It is also common to find companies that don't just contribute money, they may also encourage employees to become actively involved in the community or to support local fundraising events on company time.

My job as a Leader is to make sure that everybody in the business has Great opportunities and that they feel they're having meaningful impact to the good society

Larry Page - Google

Consumer Interaction

Consumers opinions are directly influenced by how a business represents itself and its staff each day. The consumer-company relationship begins with the initial contact and will determine the

way a consumer perceives the business including the amount of involvement they will have with it.

The company portrays its image and branding from promotions and marketing right through to how a receptionist or salesperson answers inquiry's or greets clients/customers. If portraying values to the consumer at every level is a big part of the work environment then this will permeate into every aspect of the company.

Honesty and integrity are values that have been overused by nearly every company however not every company stands behind its words and consumers are well aware of this so it is important that the consumer witnesses the company's values at every level of interaction so they do not presume your company to be like so many others.

Businesses Can Choose to Lead with Purpose

As demonstrated in this booklet, businesses can choose to empower the business owners, its customers and the workforce, the result of which is a positive influence on the business's bottom line.

A company can choose to embody Purpose in their business in a number of ways, these purpose-driven companies choose to incorporate a stated and measured reason for being, a mission that is shared and role modelled by all levels of management to all employees.

Once the decision has been made to create and build a Purpose driven business there are a few key points to consider:

Brand

By incorporating purpose into your branding you're more likely to attract candidates that are in alignment with your business goals therefore more likely to support it once recruited.

Recruitment

By instilling your business's purpose throughout the recruitment process you can consciously seek purpose-oriented talent, to do this ensure that you start the conversation with your business's mission (aka purpose) and values, and ask questions such as "can you tell me what motivates you?" and "what personal goals do you hope to achieve by gaining employment with this company?" during the interview process.

Remember that one of the keys in the recruitment process is to find talent that is purpose and value driven so look beyond mere skill match, and aim to match candidates to jobs that relate to their sense of purpose.

Employee retention

Take time to learn and to understand what motivates your employees and how they practice purpose in their roles. Ensure your valuable team members choose to remain with the company and give back to it as they have received, make sure they have an environment that encourages respect, autonomy, (where possible) fair compensation, and the resources they require to do their job well.

At every opportunity make sure to clearly define and reaffirm the company's mission/purpose and values and to also remind managers to lead by example so that working with purpose grows to become a culture in your business.

Why Business should Plan for a Purpose-driven Workforce

Having a sense of purpose is something we all need to build within ourselves, it is not a natural skill that we are born with, it comes from the environment we surround ourselves with and

from the people we spend time with. If purpose is an attribute praised and encouraged by those we respect and trust and we are fortunate to find the right environment and training, then managers, team leaders and co-workers can help foster a sense of purpose in each other that becomes a part of their approach to life and which influences their every interaction both professional or personal.

Taking time to ensure recruitment officers and managers connect your applicants and employees to jobs that bring out their sense of purpose will benefit your business and the workforce as a whole. Satisfied and fulfilled employees are higher performers, they are also happier and more productive, and more likely to stay with the company longer.

The information in this booklet is aimed to provide the reader with information on how to apply and create a values-like awareness within their business and professional environments. We are confident that you will appreciate the benefits of following such a course because building this environment and culture creates a much more positive, productive, successful and rewarding

business, workforce and community presence which will inadvertently increase those elusive business goals that are somehow always out of reach.

We wish you and your business all the success it deserves and more!

Useful Resources for the Facilitator

Workplace Happiness Checklist

So how do you plan for happiness in your workplace? Here is a checklist of things to keep in mind-

Employee Happiness

Higher Purpose:

- Do your employees understand the mission/purpose of your company?
- Is the mission attached to a higher purpose or goal?
- Is each employee's role sufficiently tied to that mission and higher purpose?

Self-Governance:

- Do your employees feel they have control of their career path?
- Do your employees feel they have belief in themselves and from management to make important work decisions within their allocated role?

Relations:

- Does each of your employees have at least one or more social connections at work?
- Does the company encourage social connections at and around work that support team building?

Influence:

- Do your employees feel valued by the company and its customers?

- Do your employees feel that they have a measurable influence of their work on the business and on others within the business?
- Do your employees feel empowered?
- Do your employees feel that they are moving toward excellence, both personal and within the company?
- Is each of your employees challenged, but not overwhelmed, in his or her role?

Customer Happiness

Higher Purpose:

- Is your brand affiliated with a higher purpose?
- Are your customers able to be a part of this purpose?

Self-Governance:

- Do your products and services give the consumer sufficient autonomy to make decisions?
- Are there tools in place to allow consumers to customise their experiences?

Relations:

- Do you have an effective method for a two-way communication between your company and your customers?
- Do you have an effective method of communication which allows customers to communicate with other customers?

Influence:

- Do your consumers want to spend time with your brand?
- Do you demonstrate that your company has competent products and services?
- Do your customers feel that your company is moving forward and that they are part of this?

- Do your customers feel that your company is continually working towards its goal of excellence?
 - Do your products and services build up the consumers' own confidence in your brand?
 - Do your customers feel valued?
-

IN SUPPORT OF VALUES IN BUSINESS

Sample workshop modified to suit your needs



BUSINESS WORKS WHEN YOU EMBODY VALUES

9 am – 4 pm with $\frac{3}{4}$ hr lunch break – Total duration 7 hrs.

NOTE: This workshop opens doorways to many potential issues, if it could be extended to two days that would be much more beneficial for the participants or, by offering to facilitate another day in the following month as an “going deeper” extension.

SUBJECT MATTER: **INTRO** - What we are looking for in today's meeting:

- Introduction to Living Values Education – short overview
- Understanding and defining our personal Values,
- Integration of these Values in our lives,
 - Extending our Values in relationships, in our working day,
- Building on *Living Values* to support others awakening.

OBJECTIVE: to create realization of how the values can benefit the management, employees, your customers by gaining new insights into:

1. Making a real difference to others.
2. How to inspire, excite, and enthuse.
3. Arouse others to take responsibility in the collective game.

➤ 9.00

1. Duration: 15 minutes - Greeting – introduce us, housekeeping notes. Ask for guidelines by agreement for the two days. Introductions – ask participant to introduce themselves by sharing their name and one quality or value that they found in another person in their business. Then ask "what I valued most as a child". Facilitator begins the round of introductions by sharing what he/she valued most as a child. Put each name and that 'thing' on white board. Take notes.

➤ 9.45

2. Duration: 15 minutes - Facilitator sets the context of values in the world today, including interactive discussion around the following issues:

- Absence/disappearance of values today, in daily life and behaviour.
- How important values are in directing human behavior including our working environment.
- The need today for a restoration of values and focus on ethical living.

➤ 10.00

3. Duration: 30 minutes - Ask questions – what brought you here into this business/activity working with young people? Use whiteboard.

➤ 10.30

4. Duration: 30 minutes – Using whiteboard – Explain the 12 core Values – do you know these Values? Are they in your life? General discussion.

➤ 10.50 - Coffee Break.....20 mins

➤ 11.10

5. Duration: 20 minutes – Break Out session in groups of three to ask following question:

Q. How might they show up in *your* life? a) personal b) work, relationships?

➤ 11.30

6. Duration: 30 minutes – Group discussion - Facilitator to ask the following questions:

Q. What do you consider are the most important values in relation to the people with whom *you work*?

Q. When are those values compromised and by whom?

➤ 12.00

➤ 6. Duration: 30 minutes - PERSONAL EVALUATION : Use 1st Wheel to self evaluate your own life – in the workplace relative to living in your own values. Score and share what you think of the front wheel of your bicycle? Each to draw their own wheel and put in Values. Dots on segment 1 to 10.

➤ One being the closest in (less Values awareness, 10 being outer rim implying Most Values Awareness.

➤ 12.30

7. Duration: 30 minutes – Open Feedback on the personal wheel

Q. Do I want to improve, where can I improve? List what might the benefits be to myself personally and those around me and the greater circle that I influence. In particular reference to the hours I spend at work.

➤ 1.00 Lunch break 45 mins

➤ 1.45

8. Read Billy the Bully story: 15 minutes –

Group discussion - Facilitator to ask the following questions: use whiteboard

Q. What do you consider are the most important aspects of this story?

➤ 2.00

9. Duration: 20 minutes – Five core requirements fundamental to all humanity:

Discussion – to be – loved, valued, heard, respected,

➤ 2.20

10. Duration: 20 minutes – Facilitator makes presentation from LVAYO on drug abuse.

➤ 2.40

11. Duration: 20 minutes – Break Out - *Practical suggestions time*.

Teams of four – help one another to improve the relationship with our co-workers Write ideas down.

➤ 3.00

12. Duration: 40 minutes – Each team gives presentation to the group. Collate ideas for management.

➤ 3.40

13. Duration: 20 minutes – Q & A, EVALUATION and short discussion on the benefits of LVE workshop in the business sector and if this needs to offered to a wider range of the employees.

➤ 4.00 – Finish

FINISH UP: Conclusion – your summation of what the group learnt today that could be beneficial in the workplace/business/personal life.

SUPPORT MATERIALS REQ:

Whiteboard and pens and eraser, CD player, peaceful music, spare pens and paper.

1. HOW TO BECOME AN LVE FACILITATOR

2. LVE BROCHURE – LIVING VALUES IN BUSINESS

3. ABOUT THIS WORKSHOP – WHERE WHEN AND WHAT I WILL GET FROM IT.

4. EVALUATION FORM – what did I discover/realize from it.

5. WHEEL PRINT OUT SHEETS – PERSONAL AND BUSINESS

Note: If ‘in-house’ workshop with employees make notes throughout to allow for a report of the workshop to be presented to management with recommendations on who attended, summary of what the meeting

resolved, and how LVE activity and training could be of further or for ongoing use within the organisation.

**(DATE) "THE SIMPLICITY OF GREAT BUSINESS" VALUES
IN BUSINESS**

Attn: Business owners, HR team, Management.

LIVING VALUES IN BUSINESS
A Global Initiative in over 40 Countries.

Quality, Efficiency, Ethics = Profitability.

In today's world we must build a *Values Based Atmosphere* into our workplace.

All very logical, yet the source of all this is based on your organisation's dedication to your business at all levels.

Management, workforce and customers are one intrinsically linked unit which with defined and lived-in Values at all levels guarantee happy and efficient environment, quality product and the most important, service satisfaction.

Let us help you access the benefits of introducing a *Values Based Atmosphere* into your workplace and become a Living Values Accredited business.

Call Living Values ph..... or email ?@livingvalues.net for full details of "*Living Values In Business*" programs we can bring to you.

*The full range of Rainbow Booklets can be found on the
www.livingvalues.net under Resources.*

*Need assistance? Please contact:
distance@livingvalues.net*

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Graduate School of Stanford Business

THE BUSINESS CASE FOR HAPPINESS PAPER

CASE: M345 DATE: 05/13/12

Jl Business Ethics

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Notes

Notes



The Living Values Vision



Living Values Education (LVE) is a way of conceptualizing education that promotes the development of values-based learning communities and places the search for meaning and purpose at the heart of education.

LVE emphasizes the worth and integrity of each person involved in the provision of education, in the home, school and community. In quality education, LVE supports the overall development of the individual and a culture of positive values in each society and throughout the world, believing that education is a purposeful activity designed to help humanity flourish.



Living Values™
Education

DISTANCE ONLINE COURSES

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