Managing a Technologically Changing Workforce
Values

Think about all interactions between your company and each of its major stakeholders. Then ask what those stakeholders want or need out of the experience. For example:

What is most important to our employees? Feeling trusted? Being treated fairly? Having a significant say in the company’s direction? Depending on your company culture, employees may value having fun, or feeling like their work has a positive impact on the world.

What is most important to our owners and managers? Exceeding customer expectations? Being transparent about financial and management decisions? Helping employees achieve their potential?

What is most important to our customers? Responsiveness and customer service? Value for their money? Working with companies that have a positive social or environmental impact?

State your organizational values.

Examples

Xpan
- Empathy
- Integrity
- Loyalty
- Do what it takes

Suncor
- Safety above all else
- Respect
- Raise the bar
- Commitments matter
- Do the right thing
Purpose

Think about why your company is in business, and consider the impact that the owners, managers and employees want it to have. Ask a series of questions focused on the company’s interests, goals and defining characteristics, such as:

- **What is our company’s broader purpose or reason for existence (beyond making money)?**
- **What contributions does our company make to the world?**
- **What do we want be known for?**
- **How do we want to treat people, whether they’re employees, customers, partners, or the public at large?**
- **Why do we act the way we act and do the things we do?**

State your organization’s purpose.

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### Examples

**Disney**
- Never a customer, always a guest.

**Google**
- Don’t be evil

**Suncor**
- We create energy for a better world.

**Bird**
- Be a premier Canadian contractor driven by passion and dedication.
Link Actions to Values

If your company is more oriented toward actions than conceptual values, you can take this exercise even further by defining behaviors and skills that are valued in employees. Therefore, you can list a core set of behaviors and skills.

After you’ve linked core values to specific actions, you can build those examples into your employee training programs. Employees often benefit from having these kinds of illustrations, which show them what values-driven behavior looks like in the context of your business.

Conclusion

The way to test your commitment to core values is to ask tough questions, such as:

How is this value showing up in our company today?
Would we continue to hold these values if they put us at a competitive disadvantage?
Are we willing to hire or fire employees based on whether they fit with our company’s values?
Will these values still be valid in 100 years?

Benefits

Move beyond basic compliance to create a dynamic, connected culture.

Enable multi-channel incident reporting and case management that ensures rapid responses, escalations, investigations and resolutions.

Align corporate values, internal policies, federal regulations, employee understanding and company performance.

Maintain a 360-degree view of your compliance efforts to expose gaps between employee engagement and compliance, so you can resolve problems before they arise.

Attract and retain a workforce aligned with values for increased engagement, competency and retention.
**Leadership Skills Questionnaire**

**Purpose**
1. To identify your leadership skills
2. To provide a profile of your leadership skills showing your strengths and weaknesses

**Directions**
1. Place yourself in the role of a leader when responding to this questionnaire.
2. Respond to each of the statements below using the following scale:

<table>
<thead>
<tr>
<th>Statements</th>
<th>Not true</th>
<th>Seldom true</th>
<th>Occasionally true</th>
<th>Somewhat true</th>
<th>Verytrue</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I am effective with the detailed aspects of my work.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2. I usually know ahead of time how people will respond to a new idea or proposal.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3. I am effective at problem solving.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4. Filling out forms and working with details comes easily for me.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5. Understanding the social fabric of the organization is important to me.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6. When problems arise, I immediately address them.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>7. Managing people and resources is one of my strengths.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>8. I am able to sense the emotional undercurrents in my group.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>9. Seeing the big picture comes easily for me.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>10. In my work, I enjoy responding to people’s requests and concerns.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>11. I use my emotional energy to motivate others.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>12. Making strategic plans for my company appeals to me.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
## Leadership

Scoring

1. Sum the responses on items 1, 4, 7, 10, 13, and 16 (administrative skill score).
2. Sum the responses on items 2, 5, 8, 11, 14, and 17 (interpersonal skill score).
3. Sum the responses on items 3, 6, 9, 12, 15, and 18 (conceptual skill score).

<table>
<thead>
<tr>
<th>Item</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>13. Obtaining and allocating resources is a challenging aspect of my job.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>14. The key to successful conflict resolution is respecting my opponent.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>15. I enjoy discussing organizational values and philosophy.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>16. I am effective at obtaining resources to support our programs.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>17. I work hard to find consensus in conflict situations.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>18. I am flexible about making changes in our organization.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

### Total Scores

Administrative skill: ________________
Interpersonal skill: ________________
Conceptual skill: ________________

### Scoring Interpretation

The leadership skills questionnaire is designed to measure three broad types of leadership skills: administrative, interpersonal, and conceptual. By comparing the differences between your scores, you can determine where you have leadership strengths and where you have leadership weaknesses.

- If your score is 30–26, you are in the very high range.
- If your score is 25–21, you are in the high range.
- If your score is 20–16, you are in the moderate range.
- If your score is 15–11, you are in the low range.
- If your score is 10–6, you are in the very low range.