

STRATEGIC WORKING GROUP: VALUES AND POLICIES

INITIAL FINDINGS OF THE WORKING GROUP

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OUR AWARDS:



ACCREDITATION OF STUDY PROGRAMMES:



OUR PARTNERS:



WORKING GROUP APPROACH



➤ Based on the Adizes methodology

➤ Values identified from behaviour

➤ Analysed:

- present values (reality)
- desired / would-like-to-have values (desired state)

6 – Values/Policies

What are Values?

In a non-profit organisation, please replace the word 'Values' with 'Beliefs' or 'Policies'.

An organisation's values are the apparent truths and norms held by key stakeholders within the organisation, or by the organisation as a whole. Values may be expressed through a set of business or operational policies, as well as through a number of more or less ritual-like activities that may feature in various aspects of your business (e.g. the way we plan, deal with customers, develop our products, manufacture our products, manage our staff, or spend our money, etc.)

Please complete Tasks 1–2.

Task 1: Identify our organisation's present values, the values we would like to have and the values we should have

Process: Identify values through individual observation. Use the following hints:

> You can infer values from behaviour. That is: "We appear to believe that (or hold as a value) _____" because of the things we generally do. The values we hold may be positive or negative, desirable or undesirable.

► Examples of values:

- We are one big happy family.
- We don't like to compete.
- We don't like conflict.
- Keep a low profile for long enough, and you'll get promoted.
- Risk-takers rule.
- We do not sell to the defence industry.

> Observe how we act and deduce our values from consistent (whether desirable or undesirable) behaviour.

Discuss, deliberate and clarify as a team.

Agree on a final list of values. Don't try to refine this list too much; rather, clarify what is meant by it and move on.

ORGANISATIONAL CULTURE – KEY OBSERVATIONS ~~RISEBA~~

STRENGTHS

- High **flexibility** and **ability to adapt**
- **Initiative** and **a proactive** attitude
- **Cooperation** and joint problem-solving
- **A people-centred** approach (students and staff)
- **International** and **diverse** environment
- A strong focus on **quality** in study and work processes

DEVELOPMENT OPPORTUNITIES

- Timely and open communication
- Clear and timely decision-making
- Effective exchange of information
- Greater staff involvement in communication, collaboration and decision-making
- Timely completion of tasks and adherence to deadlines

VALUE DIRECTIONS

Respect
Openness
Flexibility
People-centred approach
Excellence
Collaboration [Diversity]
Quality
Transparency Accountability Impact
Open communication
Courage

Excellence

WORK IN PROGRESS ...

- **The analysis of the existing organisational culture is still being updated**
- **A transition is underway from 'desired / would like to have' to 'should have' values**
- **A final set of values (4–6) will be defined**
- **A description/definition will be drawn up for each value**

NEXT STEPS

1. Complete the present
value analysis

3. Formulate the final
values (4–6)

4. Develop practical
applications of the values
(descriptions)

2. Define the 'should have'
values

7 April 2026



LET'S KEEP GOING!

THANK YOU FOR YOUR ATTENTION :)

