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# ORGANIZATIONAL BEHAVIOUR

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## **Question: 1**

**What happens when employees like their job and when they dislike their job?**

**Answer:**

### **Outcomes of job satisfaction and dissatisfaction in the workplace**

1) One theoretical model—the exit–voice–loyalty–neglect framework—is helpful in understanding the consequences of dissatisfaction.

- **Exit.** The exit response directs behavior toward leaving the organization, including looking for a new position as well as resigning.
- **Voice.** The voice response includes actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and undertaking some forms of union activity.
- **Loyalty.** The loyalty response means passively but optimistically waiting for conditions to improve, including speaking up for the organization in the face of external criticism and trusting the organization and its management to “do the right thing.”
- **Neglect.** The neglect response passively allows conditions to worsen and includes chronic absenteeism or lateness, reduced effort, and increased error rate.

Exit and neglect behaviors encompass our performance variables— productivity, absenteeism, and turnover. But this model expands employee response to include voice and loyalty— constructive behaviors that allow individuals to tolerate unpleasant situations or revive satisfactory working conditions. It helps us understand situations, such as we sometimes find among unionized workers for whom low job satisfaction is coupled with low turnover. Union members often express dissatisfaction through the grievance procedure or formal contract negotiations. These voice mechanisms allow them to continue in their jobs while convincing themselves they are acting to improve the situation.

## **2) Outcome of job likeness**

### **Job Satisfaction and Job Performance**

As several studies have concluded, happy workers are more likely to be productive workers. Some researchers used to believe the relationship between job satisfaction and job performance was a myth. But a review of 300 studies suggested the correlation is pretty strong. As we move from the individual to the organizational level, we also find support for the satisfaction-performance relationship. When we gather satisfaction and productivity data for the organization as a whole, we find organizations with more satisfied employees tend to be more effective than organizations with fewer.

### **Job Satisfaction and OCB**

Satisfied employees would seem more likely to talk positively about the organization, help others, and go beyond the normal expectations in their job perhaps because they want to reciprocate their positive experiences. Consistent with this thinking, evidence suggests job satisfaction is moderately correlated with OCBs; people who are more satisfied with their jobs are more likely to engage in OCBs. Those who feel their co-workers support them are more likely to engage in helpful behaviors, whereas those who have antagonistic relationships with co-workers are less likely to do so, individuals with certain personality traits are also more satisfied with their work, which in turn leads them to engage in more OCBs. Finally, research shows that when people are in a good mood, they are more likely to engage in OCBs.

### **Job Satisfaction and Customer Satisfaction**

Employees in service jobs often interact with customers. Satisfied employees increase customer satisfaction and loyalty. A number of companies are acting on this evidence. Two independent reports—one on the Transportation Security Administration (TSA) and the other on airline passenger complaints—argue that low employee morale was a major factor undermining passenger satisfaction.

### **Job Satisfaction and Absenteeism**

We find a consistent negative relationship between satisfaction and absenteeism. While it certainly makes sense that dissatisfied employees are more likely to miss work, other factors affect the relationship. Organizations that provide liberal sick leave benefits are encouraging all their employees including those who are highly satisfied to take days off. You can find work satisfying yet still want to enjoy a 3-day weekend if those days come free with no penalties. When numerous alternative jobs are available, dissatisfied employees have high absence rates, but when there are few they have the same (low) rate of absence as satisfied employees.

**Job Satisfaction and Turnover** If an employee is presented with an unsolicited job offer, job dissatisfaction is less predictive of turnover because the employee is more likely leaving in response to “pull” (the lure of the other job) than “push” (the unattractiveness of the current job). Similarly, job dissatisfaction is more likely to translate into turnover when employment opportunities are plentiful because employees perceive it is easy to move. Finally, when employees have high “human capital” (high education, high ability), job dissatisfaction is more likely to translate into turnover because they have many available alternatives.

**Job Satisfaction and Workplace Deviance** Job dissatisfaction and antagonistic relationships with co-workers predict a variety of behaviors organizations find undesirable, including unionization attempts, substance abuse, stealing at work, undue socializing, and tardiness. Researchers argue these behaviors are indicators of a broader syndrome called deviant behavior in the workplace. If employees don’t like their work environment, they’ll respond somehow, though it is not always easy to forecast exactly how. One worker might quit. Another might use work time to surf the Internet or take work supplies home for personal use. In short, workers who

don't like their jobs "get even" in various ways—and because those ways can be quite creative, controlling only one behavior, such as with an absence control policy, leaves the root cause untouched. To effectively control the undesirable consequences of job dissatisfaction, employers should attack the source of the problem the dissatisfaction rather than try to control the different responses.

**Question: 2 (part-a)**

**What is emotional labor and what is the impact of emotional labor on employees?**

**Answer:**

**Emotions and Moods**

**Emotions:**

Intense feelings directed at someone or something. - caused by a specific event, brief in duration, specific.

**Moods:**

Less intense feelings than emotions and often arise without a specific event acting as a stimulus - cause is often general and unclear - last longer than emotions

The basic emotions and the basic moods

**Positive Affect:**

A mood dimension that consists of specific positive emotions such as excitement, self-assurance, and cheerfulness at the high end and boredom, sluggishness, and tiredness at the low end

**Negative Affect:**

A mood dimension that consists of emotions such as nervousness, stress and anxiety at the high end and relaxation, tranquillity, and poise at the low end

**Positivity offset:**

The tendency of most individuals to experience a mildly positive mood at zero input (when nothing in particular is going on).

**Sources of Emotions and Moods**

**1. Personality**

As all individuals, we must have built-in tendencies to experience certain moods and emotions more frequently than others do. We also differ in how intensely we experience the same emotion, while those who are affectively intense, experience good and bad moods and emotions more deeply.

**2. Day of the week or time of the day**

You will have guessed by now that people tend to be in their worst moods early in the week and in their best moods late in the week. Monday morning is therefore not the best time to reveal bad news or ask someone for a favour.

**3. Stress**

Stress can affect our moods and emotions negatively. The effects build over time and constant levels of stress can worsen our moods and emotions.

**4. Weather**



Many people believe that their mood is tied to the weather and that's true because when the weather is pleasant, our mood also becomes good.

#### **5. Social activities**

For most us, social activities increase positive mood and have little effect on negative mood. Positive mood seeks out social interactions. Physical, informal and epicurean activities are more strongly related to positive moods than formal and sedentary events.

#### **6. Sleep**

Indeed, sleep quality does affect mood. If you are tired, you are more likely to feel fatigue, anger and hostility, and therefore, it can impair decision-making and make it difficult to control emotions.

#### **7. Exercise**

Exercise enhances our positive mood. This is especially good for depressed people.

#### **8. Age**

Negative emotions seem to occur less, as people get older. Highly positive moods last longer for older individuals while bad moods fade more quickly than for younger people. Emotional experience improves with age.

#### **9. Gender**

Women are more emotionally expressive than men. They experience them more intensely and hold onto emotions longer than men. They display more frequent expressions of positive and negative emotions, except anger. This is because men are taught to be tough and brave. Women are social and nurturing, so they show more positive moods.

### **Emotional Labour OB Applications of Emotions and Moods**

#### **1. Selection:**

One implication from the evidence to date on Emotional Intelligence (EI) is that employers should consider it a factor in hiring employees, especially in jobs that demand a high degree of social interaction. In fact, more and more employers are starting to use EI measures to hire people.

#### **2. Decision Making**

One well-cited article suggested that depressed people (those who chronically experience bad moods or negative emotions such as sadness) make more accurate judgments than non-depressed people. This suggestion led some researchers to argue that the Saying "sadder but wiser" is true. However, more recent evidence has suggested that people who are depressed make poorer decisions than happy people. Why? Because depressed people are slower at processing information and tend to weigh all possible options rather than the most likely ones. Although it would seem that weighing all possible options is a good thing, the problem is that depressed people search for the perfect solution when rarely is any solution perfect. Positive people, in contrast, know when a solution is good enough. Indeed, positive emotions seem to help decision making. Positive emotions can increase problem-solving skills and help us understand and analyze new information

#### **3. Creativity:**

People who are in good moods are more creative than people in bad moods, say some researchers. They produce more ideas, others think their ideas are original, and they tend to identify more creative options to problems. It seems that people who are experiencing positive moods or emotions are more flexible and open in their thinking, which may explain why they're more creative. Supervisors should actively try to keep employees happy because this will create more good moods. Employees like their leaders to encourage them and provide positive feedback on a job well done, which in turn leads people to be more creative.

**4. Motivation:**

Motivation theories propose that individuals are motivated to the extent that their behavior is expected to lead to desired outcomes. The employee essentially trades effort for pay, security promotions, and so forth. But as the Affective Events theory demonstrated, people aren't cold, feeling machines.

**5. Leadership:**

The leader's behavior is a source for employee positive and negative emotions at work. The leaders make the workers enthusiastic and energized by their speeches, activities and emotions. Now-a-days leader rely on their emotional appeals because it helps to express the right message. The excitement and enthusiasm of the leader may be directed towards the workers which will create the same emotions of the leader among them. Undoubtedly, it will enhance the workability, optimism, efficiency of the workers towards the attainment of organizational goals.

**6. Negotiation**

Negotiation is an emotional process; several studies have shown that negotiators who feign anger have an advantage over their opponent. Because when a negotiator shows anger, the opponent concludes that the negotiator has conceded all that she can, and so the opponent gives in. Displaying a negative emotion (such as anger) can be effective, but feeling bad about your performance appears to impair future negotiations. Negotiators who do poorly experience negative emotions, develop negative perceptions of their counterpart, and are less willing to share information or be cooperative in future negotiations. Interestingly, then, while moods and emotions have their benefits at work, in negotiation, unless we're putting up a false front (feigning anger), it seems that emotions may impair negotiator performance.

**7. Customer Service**

A worker's emotional state influences customer service, which influences levels of repeat business and levels of customer satisfaction. Providing quality customer service makes demands on employees because it often puts them in a state of emotional dissonance. Overtime, this state can lead to job burnout, declines in job performance, and lower job satisfaction. In addition, employees' emotions may also transfer to the customer.

**8. Job attitudes:**

Ever hear the advice "Never take your work home with you, meaning that people should forget about their work once they go home? As it turns out, that's easier said than done. Several studies have shown that people who had a good day at work tend to be in a better

mood at home that evening. And people who had a bad day tend to be a bad mood once they're at home. Evidence also suggests that people who have a stressful day at work have trouble relaxing once they get off work. Even though people do emotionally take their work home, by the next day, the effect is usually gone. So, though it may be hard or even unnatural to never take your work home with you, it doesn't appear that, for most people a negative mood resulting a bad day at work carries over to the next day.

#### **9. Deviant Workplace Behaviors**

Negative emotions also can lead to a number of deviant workplace behaviors. Anyone who has spent much time in an organization realizes that people often behave in ways that violate established norms and that threaten the organization, its members, or both. These actions are called workplace deviant behaviors.

#### **10. Safety and Injury at work**

Workplace safety matters to every industry. While some injuries might be unlikely in an office or other relatively low-risk environment, certainly a slip-and-fall or lifting injury is possible anywhere. Reducing hazards as much as possible and training employees about the risks can go a long way toward prevention.

#### **Question: 2(part-b)**

**What is emotional intelligence and what are arguments in favor and against emotional intelligence?**

**Answer:**

**Definition:**

The Emotional Intelligence social skills that are required in an organisations to function at its best. These skills also help in also relationship building, decision making, creating a productive and pleasant work place.

Emotional intelligence refers to the capability of a person to manage and control his or her emotions and possess the ability to control the emotions of others as well. In other words, they can influence the emotions of other people also.

**OR**

Emotional intelligence represents an ability to perceive, control and evaluate one's emotions and to use emotions to enhance thought. Emotional Intelligence is an increasingly relevant to organizational effectiveness and developing employees. It is expected that the modern leader coordinates and facilitates the work of his subordinates by creating and maintaining a

constructive and supportive atmosphere for his fellow employee. The best way to hold on to the employees is to incorporate emotional intelligence to personal and organizational management philosophy. Emotional Intelligence is fundamental to our life experience and can influence how successful we are in our relationships and career.

**Below are some ways in which you can cultivate and increase your EQ:**

- **Self-awareness.**  
This is the ability to label, recognize, and understand your own emotions. Self-awareness requires us to tune in to our feelings and not avoid our negative emotions such as anxiety, fear and sadness. Recognizing our own emotional states and how they affect our thoughts, behaviors, and decisions is the key to cultivating self-awareness.
- **Emotional regulation.**  
Emotional regulation has to do with our ability to control strong emotions by not acting on raw feelings in an impulsive or destructive manner. Developing the ability to sit with unpleasant feelings and to give ourselves the time and space to decide how we may alleviate or reduce negative feelings cultivates self-confidence. Emotional regulation also helps us develop the ability to consider various solutions to a particular situation or problem. Not reacting solely from an emotionally charged state results in better decision-making outcomes.
- **Empathy.**  
When we empathize with others, we develop deeper, more intimate relationships. Empathy is the ability to recognize how and why people feel the way they do. Empathy allows us to anticipate how our actions and behaviors influence other people as well as our own. Developing empathy skills enhances our experiences, relationships, and general understanding of ourselves, other people and the world around us.
- **Social skills.**  
This is a very broad term. In general, having strong social skills means having the ability to communicate in a clear, concise, and courteous manner. In a nutshell, good social skills are the summation of all of the components of EQ: self-awareness, emotional regulation, and empathy.

**Here are nine brutal truths I've discovered about emotional intelligence.**

1. It doesn't matter what you call it. It's real.  
Some claim that emotional intelligence doesn't really exist, that it's a myth. The study of EI as a science is relatively new, and many psychologists disagree on its application.

But the general idea of EI has been around as long as we have. To boil it down to basics, ask yourself:

Do emotions influence your thinking and decision making?

Can awareness and deliberate efforts to control emotional reactions make a difference in behavior and outcomes?

The resounding answer to both these questions is yes.



Refusing to acknowledge this can lead to your emotions controlling you (instead of the other way around), and leaves you open to be unwittingly manipulated by others.

**2. There's no quick way to develop it.**

When it comes to emotional intelligence, there's no microwave way to success. Like any skill or ability, developing EI takes time and dedicated effort.

**3. it's easy to regress.**

Since myriad factors influence your (and others') emotions, it's easy to fall back into bad habits or have a bout of bad decision-making.

Further, when it comes to understanding others' feelings and emotions, time works against us. Research proves that even if we've experienced the same situation as another, we don't remember it as well as we think we do.

**4. it's more about actions than feelings.**

Are you the type who cries whenever you watch a sad movie? Do you get easily excited or angry?

Humans vary greatly in the way they experience emotions. Even after practice and effort, you can't really control how you feel.

But you can control your reactions to those feelings. For example, you'll still get angry. But by developing a method to deal with that anger, you work to avoid hurting yourself (and others).

**5. It affects every. Single. Decision.**

Does the question "What could go wrong?" lead to impulsive decisions you later regret? Or, in contrast, are you often paralyzed by an inability to move forward?

From helping you avoid major debt to helping you manage fear of the unknown, emotional intelligence touches practically every avenue of life.

**6. It has a direct effect on your physical health.**

Doctors and scientists have proved that stress can cause a variety of health problems, including headaches, muscle pain, stomach problems, and fatigue. It can even increase the risk of heart attack and other serious diseases.

This is all the more reason you should learn how to manage stress properly.

**7. It can save your relationship.**

Think about the last argument you had with your significant other. Where did things go wrong?

Emotional intelligence can help you:

See the big picture;

Approach sensitive issues in a calm or rational manner;  
Respond in a way that diffuses volatile situations.  
Using EI to deal with disagreements turns potentially destructive conversations into opportunities to learn--and will help you and your partner discover new ways of working together.

### **8. Thoughts matter.**

Emotional intelligence manifests itself in our actions, but it begins in the mind. Why?

Because every action begins with a thought.

So remember: If you dwell on something long enough, your behavior will eventually reflect those thoughts--for better or for worse.

### **9. It can be used for evil.**

It's important to know that, like any ability, emotional intelligence can be used both ethically and unethically. Every day, certain politicians, colleagues, and even supposed friends use emotionally intelligent skills to manipulate others.

Of course, this is just one more reason why you should work at raising your own EI, to protect yourself.

Because in the end, that's what emotional intelligence is all about: making emotions work for you, instead of against you.

### **Description:**

Emotional intelligence is a very important skill in leadership. It is said to have five main elements such as - self-awareness, self-regulation, motivation, empathy, and social skills.

Let's understand each one of them in detail. What is self-awareness? If you are self-aware of what you are going through, you would be in a better position to understand others, and affect people around you. It also means you are aware of your strengths as well as weaknesses. When you experience anger, hold that moment and think what made you so angry. Keeping a journal always helps.

### **What is self-regulation?**

Self-regulation is the next step wherein you think before speaking. It is an important aspect where you can regulate yourself. This will impact others in a positive way rather than in negatively. Hold yourself accountable in case you make a mistake, and try to remain calm in every situation.

### **What is motivation?**

When you are motivated to do a series of tasks you will be in a better position to influence others. Work towards your goals consistently. Show your employees how the work is done and lead by example. Even if you are faced with a challenge try and find something good about the situation.

### **What is empathy?**

When you are able to put yourself in other's shoe and think about a situation, it is known as empathy. Every successful leads should know how to empathise with others, if you want to earn their respect.

### **What are social skills?**

The last aspect is social skills and it is one of the important aspects. Social skills are all about communicating your point of view to. They are able to build a rapport with others which makes the relationship more comfortable.

### **Question: 3**

#### **What is personality and which personality traits are relevant to organizational behavior?**

#### **Answer:**

The sum total of ways in which an individual reacts and interacts with others, measurable traits a person exhibits.

#### **Big Five Personality Model**

1. Extroversion (sociable, gregarious, assertive)
2. Agreeableness (good-natured, cooperative, trusting)
3. Conscientiousness (responsible, dependable, persistent, organized)
4. Emotional Stability (calm, self-confident, secure under stress)
5. Openness to Experience (curious, imaginative, artistic, sensitive)

#### **The Myers-Briggs Type Indicator**

- **Extraverted (E) versus Introverted (I).**  
Extraverted individuals are outgoing, sociable, and assertive. Introverts are quiet and shy.
- **Sensing (S) versus Intuitive (N).**  
Sensing types are practical and prefer routine and order. They focus on details. Intuitive rely on unconscious processes and look at the "big picture."
- **Thinking (T) versus Feeling (F).**

Thinking types use reason and logic to handle problems. Feeling types rely on their personal values and emotions.

- **Judging (J) versus Perceiving (P).**
- Judging types want control and prefer their world to be ordered and structured. Perceiving types are flexible and spontaneous

### **The Big Five Personality Model**

- **Extraversion.**  
The extraversion dimension captures our comfort level with relationships. Extraverts tend to be gregarious, assertive, and sociable. Introverts tend to be reserved, timid, and quiet.
- **Agreeableness.**  
The agreeableness dimension refers to an individual's propensity to defer to others. Highly agreeable people are cooperative, warm, and trusting. People who score low on agreeableness are cold, disagreeable, and antagonistic.
- **Conscientiousness.**  
The Conscientiousness dimension is a measure of reliability. A highly conscientious person is responsible, organized, dependable, and persistent. Those who score low on this dimension are easily distracted, disorganized, and unreliable.
- **Emotional stability.**  
The emotional stability dimension—often labeled by its converse, neuroticism—taps a person's ability to withstand stress. People with positive emotional stability tend to be calm, self-confident, and secure. Those with high negative scores tend to be nervous, anxious, depressed, and insecure.
- **Openness to experience.**  
The openness to experience dimension addresses range of interests and fascination with novelty. Extremely open people are creative, curious, and artistically sensitive. Those at the other end of the category are conventional and find comfort in the familiar.

### **Other personality traits Relevant to OB**

#### **1. Core self-evaluations**

Core self-evaluations (CSE) represent a stable personality trait which encompasses an individual's subconscious, fundamental evaluations about themselves, their own abilities and their own control. People who have high core self-evaluations will think positively of themselves and be confident in their own abilities.

#### **2. Narcissism**



One of several types of personality disorders — is a mental condition in which people have an inflated sense of their own importance, a deep need for excessive attention and admiration, troubled relationships, and a lack of empathy for others.

### **3. Proactive**

Proactive personality is defined as a disposition relating to individual differences in people's proclivity to take personal initiative in acting to influence their environments in a broad range of activities and situations.

### **4. Machiavellianism:**

The degree to which an individual is pragmatic, maintains emotional distance and believes that ends can justify means. A high Mach man manipulates more, wins more, are persuaded less and persuade others more than the low mach.

High Mach people flourish when they interact face to face with others rather than indirectly. These people are successful when the situation has a minimum number of rules and regulations.

### **5. Self Esteem:**

“Self Esteem refers to the feeling of like or dislike for oneself.” “Self Esteem is the degree of respect a person has for himself.” This trait varies from person to person as people differ in the degree to which they like or dislike each other. The research on self-esteem offers some interesting insights into organization behavior.

### **6. Self-Monitoring:**

“Self-monitoring is a personality trait that measures an individual’s ability to adjust his or her behavior to external situational factors”. Self-monitoring is a personality trait which has recently received attention. The research on self-monitoring is in infancy, so predictions must be guarded.

### **7. Risk Taking:**

The propensity of people to assume risks or avoid risks varies from person to person depending upon the willingness of the people to take chances. This human trait will affect the decision making capability of a manager. This individual personality trait will determine how long will it take a person to take a decision or how much information will be needed before he takes a decision.

### **Question: 4**

**What are values and what is the importance of values?**

**Answer:**

Basic convictions that a specific mood of conduct or end state of existence is personally or socially preferable to an opposite or converse mode of conduct or end state of existence.

## Types of Values

### • Terminal values:

These are values that we think are most important or most desirable.

These refer to desirable end-states of existence, the goals a person would like to achieve during his or her lifetime.

They include happiness, self-respect, recognition, inner harmony, leading a prosperous life, and professional excellence.

Desirable end states of existence; the goals a person would like to achieve during his or her lifetime”

### • Instrumental values:

Preferable modes of behavior or means towards achieving one’s terminal values”

Instrumental values deal with views on acceptable modes of conductor means of achieving the terminal values.

These include being honest, sincere, ethical, and being ambitious. These values are more focused on personality traits and character.

There are many typologies of values. One of the most established surveys to assess individual values is the Rokeach Value Survey.

This survey lists 18 terminal and 18 instrumental values in alphabetical order.

They are given below:

Terminal Values	Instrumental Values
A comfortable life (a prosperous life)	Ambitious (hardworking)
An exciting life (a stimulating, active life)	Broadminded (open-minded)
A sense of accomplishment (lasting contribution)	Capable (competent, efficient)
A world of peace (free of war and conflict)	Cheerful (lighthearted, joyful)

A world of beauty (the beauty of nature and the arts)	Clean (neat, tidy)
Equality (brotherhood, equal opportunity for all)	Courageous (standing up for your beliefs)
Family security (taking care of loved ones)	Forgiving (willing to pardon)
Freedom (independence, free choice)	Helpful (working for the welfare of others)
Happiness ( contentedness)	Honest (sincere, truthful)
Inner harmony (freedom from inner conflict)	Imaginative (daring, creative)
Mature love (sexual and spiritual intimacy)	Independent (self-reliant, self-sufficient)
National security (protection from attack)	Intellectual (intelligent, reflective)
Pleasure (an enjoyable, leisurely life)	Logical (consistent, rational)
Salvation (saved, eternal)	Loving (affectionate, tender)
Self-respect(self-esteem)	Obedient (dutiful, respectful)
Social recognition (respect, admiration)	Polite (courteous, well-mannered)
A true friend (close companionship)	Responsible (dependable, reliable)
Wisdom ( a mature understanding of life)	Self-controlled (restrained, self-disciplined)

The values a person holds will affect his or her employment.

For example, someone who has an orientation toward strong stimulation may pursue extreme sports and select an occupation that involves fast action and high risks, such as firefighter, police officer, or emergency medical doctor.

Someone who has a drive for achievement may more readily act as an entrepreneur.

Several studies confirm that the RVS values vary among groups. People in the same occupations or categories (e.g. corporate managers, union members, parents, students) tend to hold similar values.

For instance, one study compared corporate executives, members of the steelworkers' union, and members of a community activist group.

Although a good deal of overlap was found among the three groups, there were also some very significant differences.

The activists had value preferences that were quite different from those of the other two groups.

They ranked “equality” as their most important terminal value, executives and union members ranked this value 12 and 13, respectively. Activists ranked “helpful” as their second-highest instrumental value.

The other two groups both ranked it 14.

These differences are important, because executives, union members, and activists all have a vested interest in what corporations do.

### **Importance of Values**

- Provide understanding of the attitudes, motivation, and behaviors of individuals and cultures
- Influence our perception of the world around us
- Represent interpretations of “right” and “wrong”
- Imply that some behaviors or outcomes are preferred over others

### **Our values inform our thoughts, words and actions.**

Our values are important because they help us to grow and develop. They help us to create the future we want to experience.

Every individual and every organization is involved in making hundreds of decisions every day. The decisions we make are a reflection of our values and beliefs, and they are always directed towards a specific purpose. That purpose is the satisfaction of our individual or collective (organizational) needs.

When we use our values to make decisions, we make a deliberate choice to focus on what is important to us. When values are shared, they build internal cohesion in a group.

There are four types of values that we find in an organizational setting: individual values, relationship values, organizational values and societal values.

### **INDIVIDUAL VALUES**

Individual values reflect how you show up in your life and your specific needs-the principles you live by and what you consider important for your self-interest. Individual values include: enthusiasm, creativity, humility and personal fulfilment.

### **RELATIONSHIP VALUES**

Relationship values reflect how you relate to other people in your life, be they friends, family or colleagues in your organization. Relationship values include: openness, trust, generosity and caring.



## **ORGANISATIONAL VALUES**

Organizational values reflect how your organization shows up and operates in the world. Organizational values include: financial growth, teamwork, productivity and strategic alliances.

## **SOCIETAL VALUES**

Societal values reflect how you or your organization relates to society. Societal values include: future generations, environmental awareness, ecology and sustainability.

## **EXPLORE YOUR VALUES**

The free Personal Values Assessment takes less than five minutes to complete. Shortly after you have completed the survey, you will receive a detailed report showing how your values map to the seven levels of consciousness model. The report will also contain exercises you can do to deepen your understanding of your values.

