

# DIVA<sup>®</sup>

DIGITAL ONLINE VALUES AUDIT

## **Group report**

7/21/2021

Private and confidential

Organization:

**Gestion M.D.S. Inc.**



Report:

**Sample report**



DOVA® is a trade mark registered and patented by Gestion M.D.S. Inc



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## About DOVA

DOVA is an online audit designed to show gaps between the desired **Ethical Values** in a firm (**stated values**) and the actual ethical conduct (**practiced in day to day activities**) in a firm. It is based on years of research, and shows that value incongruence can lead to:

- Low productivity
- Low morale
- Turnover of talented employees
- Other negative personal and organizational consequences

### Results analysis



**The red portion** of the gauge dial, indicate that your assessment is very low. It means that a big gap exist between the ethical values preached (on the wall), and the ethical values practiced (values in action).



**The orange portion** of the gauge dial, indicate that your assessment is average. It means that there is some gap between the level of ethical values preached (on the wall), and those that are actually being practiced (ethical values in action). All in all, this is a normal situation found in many firms.



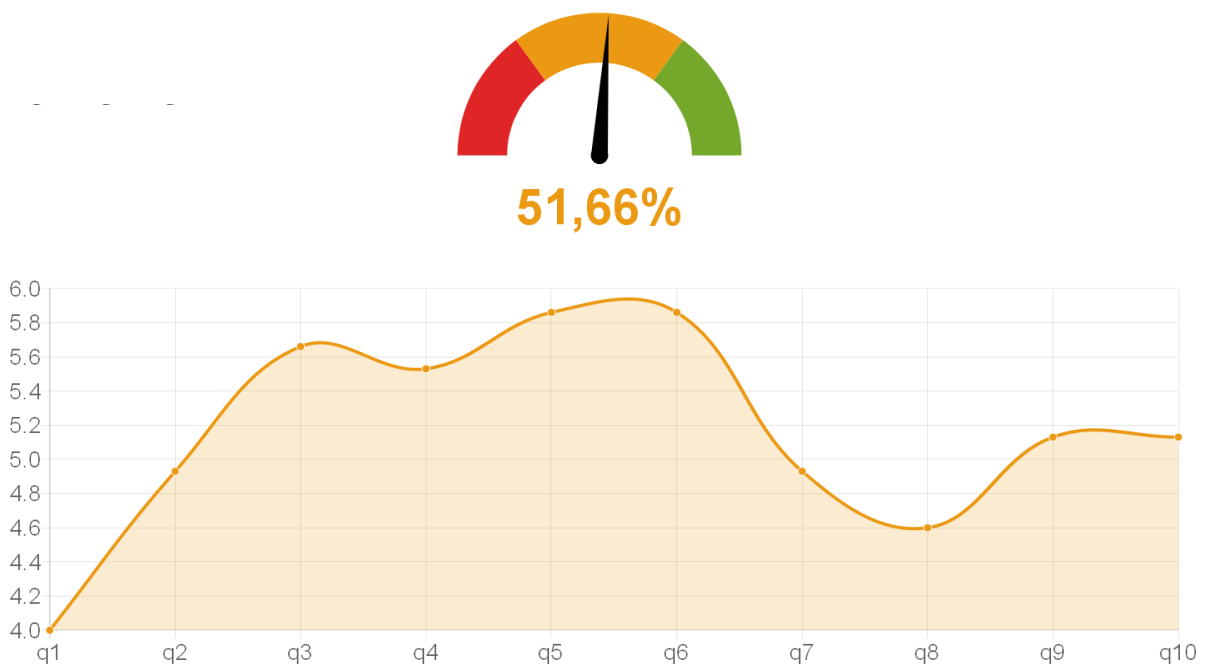
**The green portion** of the gauge dial, indicate that your assessment is very high. It means that there is no or very small gap between the level of ethical values preached (on the wall), and those which are being practiced (values in action). This is usually a sign of a healthy, high performance and positive organizational culture, where peoples adhere to high standards of ethics.



## Results of the study

Study title: **Study example**  
 No. of participants: **15**  
 Responsible: **Marta Fernández Borsot**

### Global evaluation of the study



All in all, it seems that there is some gap between the level of ethical values preached (on the wall) and those that are actually practiced.

Ethical conduct in the firm seems to be average (within the normal curve).

The orange portion of the gauge dial indicates that your assessment is within the average; it means that there is some gap between the level of ethical values preached (on the wall) and those that are actually being practiced (ethical values in action).

Albeit the fact that this is a normal situation found in many firms, you are advised to examine the specific dimensions (of the 10 measured here) and detect the most problematic and plan a course of action to remedy them.

If you have the resources to tackle the situation with your current leaders, start it immediately.

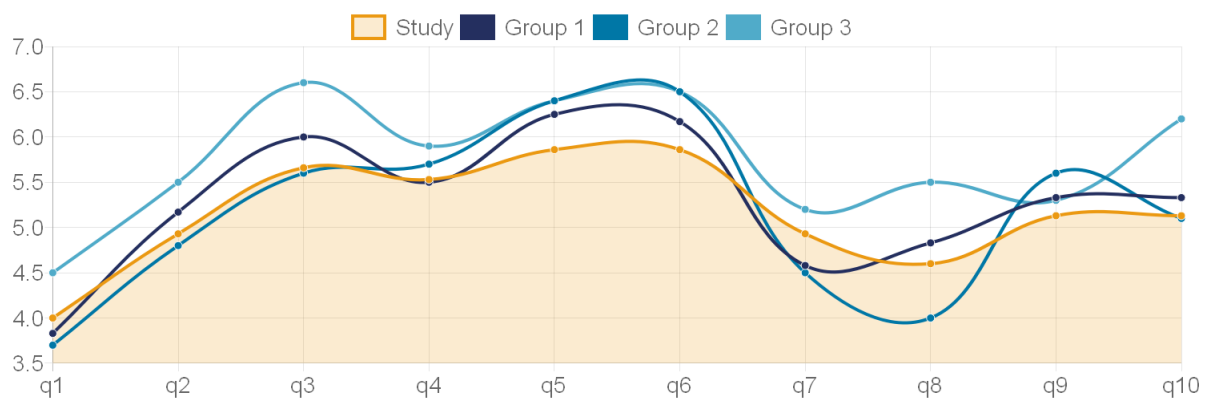
If you think you need help, we recommend that you contract an external consultant to help you in this culture reengineering process.



# Group report result

Report title: **Sample report**  
No. of groups: **3**

## COMPARATIVE VS STUDY



**GROUP 1****12 / 15**

No. participants (group / study)

**Chosen segmentation criteria***Type of job*

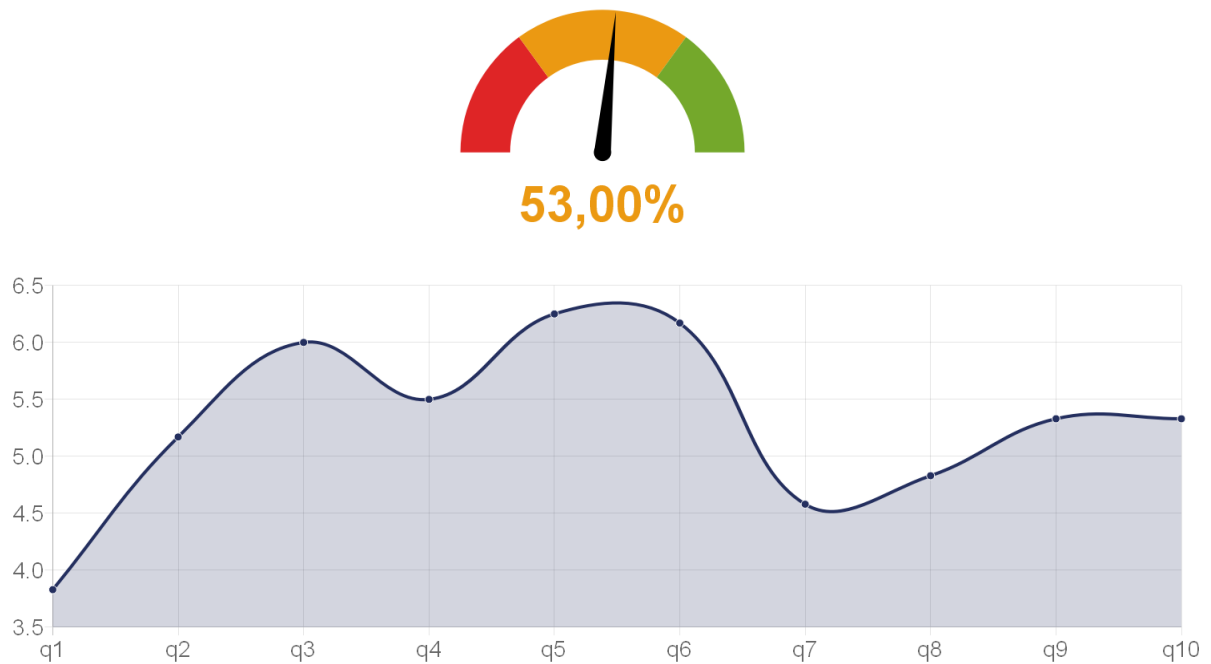
**Full time> Fixed contract, Full time> Discontinuous fixed contract, Part time> Temporary contract**

**Important note**

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### Group 1 - Global evaluation



All in all, it seems that there is some gap between the level of ethical values preached (on the wall) and those that are actually practiced.

Ethical conduct in the selected group seems to be average (within the normal curve).

The orange portion of the gauge dial indicate that your assessment is within the average; it means that there is some gap between the level of ethical values preached (on the wall) and those that are actually being practiced (ethical values in action).

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**Group 1 - Result of question 1****Medium: 3,83 - Medium Ethical Conduct**

The results of the audit indicate that leaders in your selected group have different attitudes towards tolerance of deviation from stated core values.

Some leaders have no tolerance and others have more.

This suggests that ethical conduct in the selected group is within the average as far as comparing to other organizations in your sector; for some leaders it is of utmost importance to stay on track and do not tolerate deviations, and for others it is not.

It is always a challenge to sensitize leaders for insisting on maintaining ethical conduct in line with the stated core values.

You should, perhaps, check if the stated core values are sufficiently explicit to ensure that the leaders are fully aware of them and sometimes it requires leadership ethical training to ensure compliance in terms of employees' ethical conduct which is aligned with the firm's core values.

Research suggests that ethical leadership promotes happiness and wellbeing and, in most cases, also contributes to high commitment and high productivity of all members of the firm.

Not to mention the fact that the more the leaders insist on ethical conduct, the less the probability that the company will be involved in an ethical scandal.



**Group 1 - Result of question 2****Medium: 5,17 - Medium Ethical Conduct**

The results of the audit indicate that some leaders in your selected group act, by and large, as role model but others do not.

All in all, many leaders in your firm fully comply with the stated core values, but others do not.

Bear in mind that ethical leaders who are role models communicate the importance of ethical standards, hold their employees accountable to those standards, and—crucially—design environments in which others work and live that are conducive to ethical behavior.

Because of their power and influence, leaders exemplify what behavior is appropriate and inappropriate for employees.

They set the ethical tone of the organization and much is expected from these powerful people.

Research suggest that most employees look at the expectations of their leaders and supervisors for guidance on what is ethically right – basically they look up to their leaders for guidance.

In the case of your selected group, data suggest that the percentage of high role model leaders is within the normal distribution (which is the case for a great deal of firms), but efforts should be displaced to bring the “non-role model” leaders to change their act and become a role model.

These can be done via training, coaching, mentoring or other type of human resources practice that provide positive and positive incentives to role model leaders, and negative ones for the non-role model leaders.



**Group 1 - Result of question 3****Medium: 6,00 - Medium Ethical Conduct**

The results of the audit show that during difficult times, the core values of your selected group are being respected by some leaders and less respected by others.

We all know that we live through difficult times; some people refer to it as VUCA (Volatile, Uncertain, Complex and Ambiguous).

This is the real test to see if core values are being compromised in order to sustain activities.

Apparently, in your selected group some leaders stick to the core values no matter what and why, but others are willing to compromise.

This is a normal situation.

Obviously if deviation from core values during difficult time is done orderly with great consensus, there is no problem and once the situation is over, it can be restored.

However, if the changes are done sporadically, with no consensus, it can create both a short- and long-term effects that will be difficult to remedy the day after.

So, we recommend paying attention to the how and when to temporarily change the core values and as much as possible obtain consensus from a great percentage of members of the firm.



**Group 1 - Result of question 4****Medium: 5,50 - Medium Ethical Conduct**

The results of the audit show that in your selected group sometimes it is necessary to focus on profits and efficiency, although these are not part of the stated core values of the firm.

And in other situations, your selected group sticks to stated core values in the day-to-day activities.

Every organization has a vision or picture of what it desires for its future but there are points that departure from stated core values are a necessity (in the short term).

Many selected groups, like yours, use this strategy.

Nonetheless, remember that organizations that stick to its core values and align them with their vision, are also more effective in the long term,

Stated in other way: Efficiency is doing things the right way, while effectiveness is doing the right things.



**Group 1 - Result of question 5****Medium: 6,25 - Medium Ethical Conduct**

It seems that policies and practices in the selected group are at times aligned with the stated core values and at times are not aligned.

Research shows that the most successful firms focus on alignment of their efforts and energy (i.e., core values) to the vision and mission of the organization.

Organizational alignment is the secret ingredient that is often missing for many businesses.

Once the Strategy and Strategic imperatives have been identified, the question is, "Will the culture support them?"

All too often, the answer is "no!"

The audit shows that in your selected group sometimes the leaders stick to the stated core values, but other times they compromise with it.

While this is happening in many organizations, attempt should be made to develop a real "Winning Culture", which means that efforts should be displaced to monitor and maintain this alignment.

You seem to be doing ok but check and see how better alignment can be achieved.



**Group 1 - Result of question 6****Medium: 6,17 - Medium Ethical Conduct**

Inspiring a values-based culture in a firm, can be a challenge.

Many organizations often lack the framework and common language to even start a dialogue about culture; they are often unsure about how to develop initiatives to drive behavior change, even if they have garnered the buy-in.

The audit shows that in your selected group the organization invests some resources (training, communication, etc.) to connect member's behavior with the stated core values.

Research shows that the key to success is to establish the expected behaviors, and then design processes and training to reinforce and support those behaviors.

Therefore, explaining these values and behaviors through practical and tangible examples helps employees understand how to integrate them into the daily performance of their roles.

The audit results show that while some investment is taking place in your selected group, in order to develop a winning culture that will be sustainable for a long time, more training and resources are necessary.

All in all, the audit shows that your selected group falls into the norm (median) compared to other organizations in terms of current respective investment.



**Group 1 - Result of question 7****Medium: 4,58 - Medium Ethical Conduct**

By and large, when core values of the firm are shared with the vast majority of the members of the organization, compliance and related conduct is guaranteed.

When large percentage of employees share their company's core values, they make more informed decisions; they also unify the company as a whole.

The audit shows that in your selected group, when refreshment of core values is undertaken periodically, some are being shared and agreed upon by the vast members of the selected group, while others are being parachuted and shared only by top management.

Research shows that sharing core values form strong bonds between employees and their firm as well as with their colleagues.

Put simply, a company's values, and the culture they create, can spell the difference between success and failure. In fact, according to research by Deloitte, 94% of executives and 88% of employees believe a distinct corporate culture (i.e., shared values) is important to a business' success.

The same survey also found a strong correlation between employees who claim to feel happy and valued at work.

The audit shows that in your selected group not all values are being shared, and it is highly recommended to engage most employees and not only top management in the selection and instillment of the revised core values.



**Group 1 - Result of question 8****Medium: 4,83 - Medium Ethical Conduct**

The audit shows that the stated core values in your selected group resonate positively and flexibility at by some leaders in the firm and changes are allowed, while others believe in dogma and sticking to stated values and no changes are allowed.

There is a mix bag of attitudes and behaviors in your selected group insofar as this feature. It is good to know that meaningful core values resonate much better for some people of your selected group, but this is not the case for others.

One form or another, one needs to ensure that the values are not just an empty word but in the day-to-day activities of the firm they represent an authentic DNA of the company.

So, any core value albeit its positivity, if it does not resonate meaningful, it might bear the risk of being placed there only for public relations purpose.

This is the reason that in the absence of authenticity, meaningfulness and positivity, some core values need to be changed and dogmatism does not help.

The audit shows that albeit some flexibility, there are also those in your selected group who hold dogmatic view.

We recommend that dogmas be softened and the people who hold this view, be engaged and support periodic revision of the core values.

In other words, a periodic tune-up is recommended.



**Group 1 - Result of question 9****Medium: 5,33 - Medium Ethical Conduct**

Ideally, managers and leaders coach their employees, and by doing so they become career self-reliant and engage in continuous development of their staff.

In today's marketplace, adding value is key to business success. And, successful coaching adds value to employees, who then add value to their organizations by giving their best.

The audit show that in your selected group some managers act as coaches and by doing so, remove obstacles that are in a team member's way.

It seems that the same people exercise a "real talk", authentic conversation that go beyond the day-to-day work, and this happens at all hierarchical levels.

The latter have a deep relationship and push the team member to remove obstacles on their own through radical candor, by caring personally and challenging directly.

However, the audit also shows that other managers/leaders do not act as coaches across all hierarchical levels.

It is a pity hence by acting as coaches, they can generate radical candor in the form of feedback that helps everyone do best work.

In sum, the results of this audit show that in your selected group some managers act as coaches (but not all) so there are sufficient guarantees that the stated core values will be preserved.

Great leaders teach on a range of topics, but their best lessons—so relevant and useful to the organization, have to do with teaching values.

It is utmost recommended to identify in your selected group those who fail to act as coaches and teachers and train them to do so.

The result will lead to a win-win situation both to the managers/leaders themselves, but also to the organization.



**Group 1 - Result of question 10****Medium: 5,33 - Medium Ethical Conduct**

Core values are what support the vision, shape the culture, and reflect what a company truly value.

They are the essence (the DNA) of the company's identity.

Many companies focus mostly on the technical competencies but often forget what are the underlying competencies that make their companies run smoothly — core values.

Establishing empowering core values provides both internal and external advantages to the company.

For a business to be successful, the company and the individuals who comprise it must be committed to the same values, which unifies the goals of the organization by creating a standardized measure of success.

Values might entail different characteristics, but the most empowering one are those that are meaningful and invigorating.

The result of the audit shows that your selected group consider your firm core values to include these characteristics to some extent, but there are others who fail to see that.

Thus, in order to truly be governed by empowering stated core value, it is recommended to examine, one by one, the stated core values and enhance their empowerment by using the following criteria: Are they clear? Are they meaningful? and Are they invigorating?

If any of the core values do not meet these criteria it should be replaced by a better one.

Obviously, the changes should be communicated and eventually agreed upon (shared) by the vast majority of the members of the selected group.

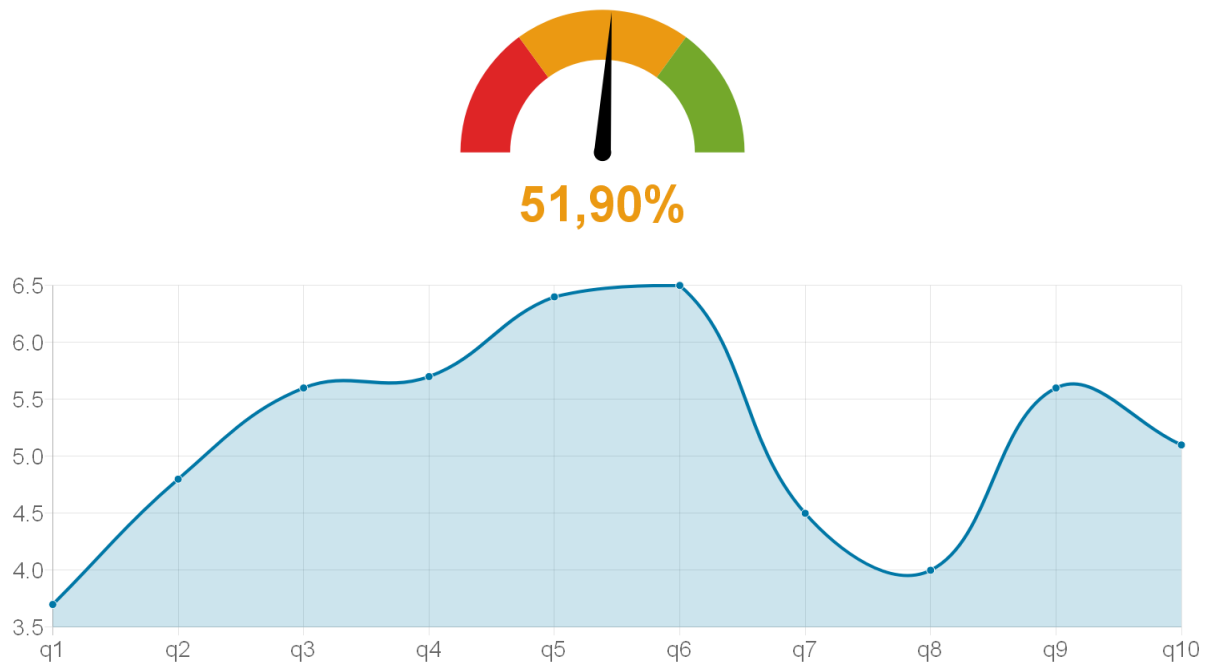


**GROUP 2****10 / 15**  
No. participants (group / study)**Chosen segmentation criteria***Age***21-25 years, 26-30 years, 31-35 years, 36-40 years, 41-45 years, 46-50 years, 51-55 years, 56-60 years****Important note**

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## Group 2 - Global evaluation



All in all, it seems that there is some gap between the level of ethical values preached (on the wall) and those that are actually practiced.

Ethical conduct in the selected group seems to be average (within the normal curve).

The orange portion of the gauge dial indicate that your assessment is within the average; it means that there is some gap between the level of ethical values preached (on the wall) and those that are actually being practiced (ethical values in action).

Albeit the fact that this is a normal situation found in many firms, you are advised to examine the specific dimensions (of the 10 measured here) and detect the most problematic and plan a course of action to remedy them.

If you have the resources to tackle the situation with your current leaders, start it immediately. If you think you need help, we recommend that you contract an external consultant to help you in this culture reengineering process.



**Group 2 - Result of question 1****Medium: 3,70 - Medium Ethical Conduct**

The results of the audit indicate that leaders in your selected group have different attitudes towards tolerance of deviation from stated core values.

Some leaders have no tolerance and others have more.

This suggests that ethical conduct in the selected group is within the average as far as comparing to other organizations in your sector; for some leaders it is of utmost importance to stay on track and do not tolerate deviations, and for others it is not.

It is always a challenge to sensitize leaders for insisting on maintaining ethical conduct in line with the stated core values.

You should, perhaps, check if the stated core values are sufficiently explicit to ensure that the leaders are fully aware of them and sometimes it requires leadership ethical training to ensure compliance in terms of employees' ethical conduct which is aligned with the firm's core values.

Research suggests that ethical leadership promotes happiness and wellbeing and, in most cases, also contributes to high commitment and high productivity of all members of the firm.

Not to mention the fact that the more the leaders insist on ethical conduct, the less the probability that the company will be involved in an ethical scandal.



**Group 2 - Result of question 2****Medium: 4,80 - Medium Ethical Conduct**

The results of the audit indicate that some leaders in your selected group act, by and large, as role model but others do not.

All in all, many leaders in your firm fully comply with the stated core values, but others do not.

Bear in mind that ethical leaders who are role models communicate the importance of ethical standards, hold their employees accountable to those standards, and—crucially—design environments in which others work and live that are conducive to ethical behavior.

Because of their power and influence, leaders exemplify what behavior is appropriate and inappropriate for employees.

They set the ethical tone of the organization and much is expected from these powerful people.

Research suggest that most employees look at the expectations of their leaders and supervisors for guidance on what is ethically right – basically they look up to their leaders for guidance.

In the case of your selected group, data suggest that the percentage of high role model leaders is within the normal distribution (which is the case for a great deal of firms), but efforts should be displaced to bring the “non-role model” leaders to change their act and become a role model.

These can be done via training, coaching, mentoring or other type of human resources practice that provide positive and positive incentives to role model leaders, and negative ones for the non-role model leaders.



**Group 2 - Result of question 3****Medium: 5,60 - Medium Ethical Conduct**

The results of the audit show that during difficult times, the core values of your selected group are being respected by some leaders and less respected by others.

We all know that we live through difficult times; some people refer to it as VUCA (Volatile, Uncertain, Complex and Ambiguous).

This is the real test to see if core values are being compromised in order to sustain activities.

Apparently, in your selected group some leaders stick to the core values no matter what and why, but others are willing to compromise.

This is a normal situation.

Obviously if deviation from core values during difficult time is done orderly with great consensus, there is no problem and once the situation is over, it can be restored.

However, if the changes are done sporadically, with no consensus, it can create both a short- and long-term effects that will be difficult to remedy the day after.

So, we recommend paying attention to the how and when to temporarily change the core values and as much as possible obtain consensus from a great percentage of members of the firm.



**Group 2 - Result of question 4****Medium: 5,70 - Medium Ethical Conduct**

The results of the audit show that in your selected group sometimes it is necessary to focus on profits and efficiency, although these are not part of the stated core values of the firm.

And in other situations, your selected group sticks to stated core values in the day-to-day activities.

Every organization has a vision or picture of what it desires for its future but there are points that departure from stated core values are a necessity (in the short term).

Many selected groups, like yours, use this strategy.

Nonetheless, remember that organizations that stick to its core values and align them with their vision, are also more effective in the long term,

Stated in other way: Efficiency is doing things the right way, while effectiveness is doing the right things.



**Group 2 - Result of question 5****Medium: 6,40 - Medium Ethical Conduct**

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Organizational alignment is the secret ingredient that is often missing for many businesses.

Once the Strategy and Strategic imperatives have been identified, the question is, "Will the culture support them?"

All too often, the answer is "no!"

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While this is happening in many organizations, attempt should be made to develop a real "Winning Culture", which means that efforts should be displaced to monitor and maintain this alignment.

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**Group 2 - Result of question 6****Medium: 6,50 - Medium Ethical Conduct**

Inspiring a values-based culture in a firm, can be a challenge.

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The same survey also found a strong correlation between employees who claim to feel happy and valued at work.

The audit shows that in your selected group not all values are being shared, and it is highly recommended to engage most employees and not only top management in the selection and instillment of the revised core values.



**Group 2 - Result of question 8****Medium: 4,00 - Medium Ethical Conduct**

The audit shows that the stated core values in your selected group resonate positively and flexibility at by some leaders in the firm and changes are allowed, while others believe in dogma and sticking to stated values and no changes are allowed.

There is a mix bag of attitudes and behaviors in your selected group insofar as this feature. It is good to know that meaningful core values resonate much better for some people of your selected group, but this is not the case for others.

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**Group 2 - Result of question 9****Medium: 5,60 - Medium Ethical Conduct**

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**Group 2 - Result of question 10****Medium: 5,10 - Medium Ethical Conduct**

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**GROUP 3****10 / 15**

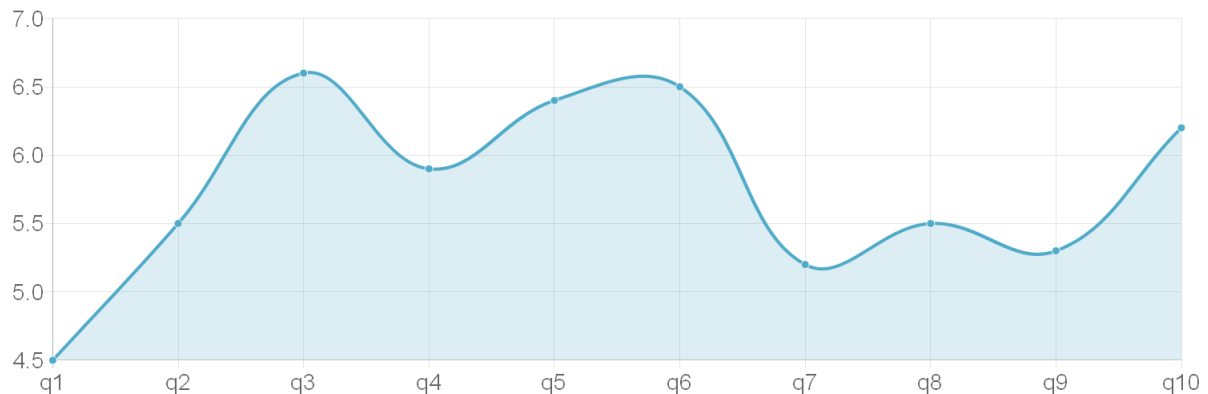
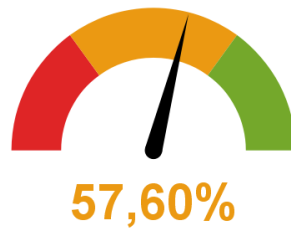
No. participants (group / study)

**Chosen segmentation criteria***Class or category of work***Employee, Executive****Important note**

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### Group 3 - Global evaluation



All in all, it seems that there is some gap between the level of ethical values preached (on the wall) and those that are actually practiced.

Ethical conduct in the selected group seems to be average (within the normal curve).

The orange portion of the gauge dial indicate that your assessment is within the average; it means that there is some gap between the level of ethical values preached (on the wall) and those that are actually being practiced (ethical values in action).

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Bear in mind that ethical leaders who are role models communicate the importance of ethical standards, hold their employees accountable to those standards, and—crucially—design environments in which others work and live that are conducive to ethical behavior.

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They set the ethical tone of the organization and much is expected from these powerful people.

Research suggest that most employees look at the expectations of their leaders and supervisors for guidance on what is ethically right – basically they look up to their leaders for guidance.

In the case of your selected group, data suggest that the percentage of high role model leaders is within the normal distribution (which is the case for a great deal of firms), but efforts should be displaced to bring the “non-role model” leaders to change their act and become a role model.

These can be done via training, coaching, mentoring or other type of human resources practice that provide positive and positive incentives to role model leaders, and negative ones for the non-role model leaders.



**Group 3 - Result of question 3****Medium: 6,60 - Medium Ethical Conduct**

The results of the audit show that during difficult times, the core values of your selected group are being respected by some leaders and less respected by others.

We all know that we live through difficult times; some people refer to it as VUCA (Volatile, Uncertain, Complex and Ambiguous).

This is the real test to see if core values are being compromised in order to sustain activities.

Apparently, in your selected group some leaders stick to the core values no matter what and why, but others are willing to compromise.

This is a normal situation.

Obviously if deviation from core values during difficult time is done orderly with great consensus, there is no problem and once the situation is over, it can be restored.

However, if the changes are done sporadically, with no consensus, it can create both a short- and long-term effects that will be difficult to remedy the day after.

So, we recommend paying attention to the how and when to temporarily change the core values and as much as possible obtain consensus from a great percentage of members of the firm.



**Group 3 - Result of question 4****Medium: 5,90 - Medium Ethical Conduct**

The results of the audit show that in your selected group sometimes it is necessary to focus on profits and efficiency, although these are not part of the stated core values of the firm.

And in other situations, your selected group sticks to stated core values in the day-to-day activities.

Every organization has a vision or picture of what it desires for its future but there are points that departure from stated core values are a necessity (in the short term).

Many selected groups, like yours, use this strategy.

Nonetheless, remember that organizations that stick to its core values and align them with their vision, are also more effective in the long term,

Stated in other way: Efficiency is doing things the right way, while effectiveness is doing the right things.



**Group 3 - Result of question 5****Medium: 6,40 - Medium Ethical Conduct**

It seems that policies and practices in the selected group are at times aligned with the stated core values and at times are not aligned.

Research shows that the most successful firms focus on alignment of their efforts and energy (i.e., core values) to the vision and mission of the organization.

Organizational alignment is the secret ingredient that is often missing for many businesses.

Once the Strategy and Strategic imperatives have been identified, the question is, "Will the culture support them?"

All too often, the answer is "no!"

The audit shows that in your selected group sometimes the leaders stick to the stated core values, but other times they compromise with it.

While this is happening in many organizations, attempt should be made to develop a real "Winning Culture", which means that efforts should be displaced to monitor and maintain this alignment.

You seem to be doing ok but check and see how better alignment can be achieved.



**Group 3 - Result of question 6****Medium: 6,50 - Medium Ethical Conduct**

Inspiring a values-based culture in a firm, can be a challenge.

Many organizations often lack the framework and common language to even start a dialogue about culture; they are often unsure about how to develop initiatives to drive behavior change, even if they have garnered the buy-in.

The audit shows that in your selected group the organization invests some resources (training, communication, etc.) to connect member's behavior with the stated core values.

Research shows that the key to success is to establish the expected behaviors, and then design processes and training to reinforce and support those behaviors.

Therefore, explaining these values and behaviors through practical and tangible examples helps employees understand how to integrate them into the daily performance of their roles.

The audit results show that while some investment is taking place in your selected group, in order to develop a winning culture that will be sustainable for a long time, more training and resources are necessary.

All in all, the audit shows that your selected group falls into the norm (median) compared to other organizations in terms of current respective investment.



**Group 3 - Result of question 7****Medium: 5,20 - Medium Ethical Conduct**

By and large, when core values of the firm are shared with the vast majority of the members of the organization, compliance and related conduct is guaranteed.

When large percentage of employees share their company's core values, they make more informed decisions; they also unify the company as a whole.

The audit shows that in your selected group, when refreshment of core values is undertaken periodically, some are being shared and agreed upon by the vast members of the selected group, while others are being parachuted and shared only by top management.

Research shows that sharing core values form strong bonds between employees and their firm as well as with their colleagues.

Put simply, a company's values, and the culture they create, can spell the difference between success and failure. In fact, according to research by Deloitte, 94% of executives and 88% of employees believe a distinct corporate culture (i.e., shared values) is important to a business' success.

The same survey also found a strong correlation between employees who claim to feel happy and valued at work.

The audit shows that in your selected group not all values are being shared, and it is highly recommended to engage most employees and not only top management in the selection and instillment of the revised core values.



**Group 3 - Result of question 8****Medium: 5,50 - Medium Ethical Conduct**

The audit shows that the stated core values in your selected group resonate positively and flexibility at by some leaders in the firm and changes are allowed, while others believe in dogma and sticking to stated values and no changes are allowed.

There is a mix bag of attitudes and behaviors in your selected group insofar as this feature. It is good to know that meaningful core values resonate much better for some people of your selected group, but this is not the case for others.

One form or another, one needs to ensure that the values are not just an empty word but in the day-to-day activities of the firm they represent an authentic DNA of the company.

So, any core value albeit its positivity, if it does not resonate meaningful, it might bear the risk of being placed there only for public relations purpose.

This is the reason that in the absence of authenticity, meaningfulness and positivity, some core values need to be changed and dogmatism does not help.

The audit shows that albeit some flexibility, there are also those in your selected group who hold dogmatic view.

We recommend that dogmas be softened and the people who hold this view, be engaged and support periodic revision of the core values.

In other words, a periodic tune-up is recommended.



**Group 3 - Result of question 9****Medium: 5,30 - Medium Ethical Conduct**

Ideally, managers and leaders coach their employees, and by doing so they become career self-reliant and engage in continuous development of their staff.

In today's marketplace, adding value is key to business success. And, successful coaching adds value to employees, who then add value to their organizations by giving their best.

The audit show that in your selected group some managers act as coaches and by doing so, remove obstacles that are in a team member's way.

It seems that the same people exercise a "real talk", authentic conversation that go beyond the day-to-day work, and this happens at all hierarchical levels.

The latter have a deep relationship and push the team member to remove obstacles on their own through radical candor, by caring personally and challenging directly.

However, the audit also shows that other managers/leaders do not act as coaches across all hierarchical levels.

It is a pity hence by acting as coaches, they can generate radical candor in the form of feedback that helps everyone do best work.

In sum, the results of this audit show that in your selected group some managers act as coaches (but not all) so there are sufficient guarantees that the stated core values will be preserved.

Great leaders teach on a range of topics, but their best lessons—so relevant and useful to the organization, have to do with teaching values.

It is utmost recommended to identify in your selected group those who fail to act as coaches and teachers and train them to do so.

The result will lead to a win-win situation both to the managers/leaders themselves, but also to the organization.



**Group 3 - Result of question 10****Medium: 6,20 - Medium Ethical Conduct**

Core values are what support the vision, shape the culture, and reflect what a company truly value.

They are the essence (the DNA) of the company's identity.

Many companies focus mostly on the technical competencies but often forget what are the underlying competencies that make their companies run smoothly — core values.

Establishing empowering core values provides both internal and external advantages to the company.

For a business to be successful, the company and the individuals who comprise it must be committed to the same values, which unifies the goals of the organization by creating a standardized measure of success.

Values might entail different characteristics, but the most empowering one are those that are meaningful and invigorating.

The result of the audit shows that your selected group consider your firm core values to include these characteristics to some extent, but there are others who fail to see that.

Thus, in order to truly be governed by empowering stated core value, it is recommended to examine, one by one, the stated core values and enhance their empowerment by using the following criteria: Are they clear? Are they meaningful? and Are they invigorating?

If any of the core values do not meet these criteria it should be replaced by a better one.

Obviously, the changes should be communicated and eventually agreed upon (shared) by the vast majority of the members of the selected group.

