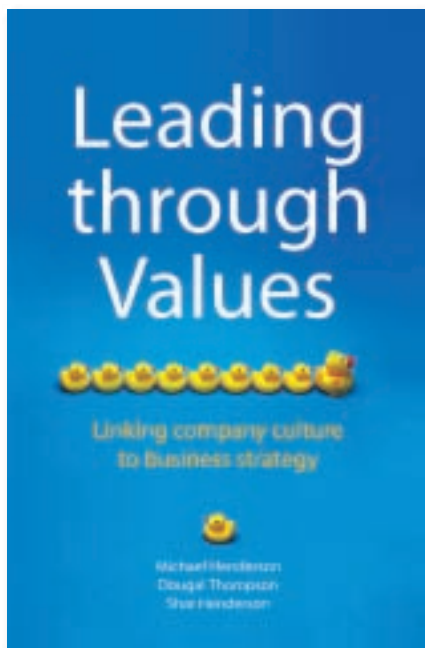




Raj Thomson is the editor of Human Resources magazine

leading through values

linking company culture to business strategy



Authors: Michael Henderson, Dougal Thompson and Shar Henderson. Book Format: Trade paperback; ISBN:1869505743; Price (NZ RRP) \$35.00; Published February 2006 by HarperCollins.

taking root and *Leading through Values* is good fertiliser.

Leading through Values has been described as a sequel to Henderson, Henderson and Thompson's 2003 title *Values at Work*, and for good reason.

Where *Values at Work* showed how businesses could benefit and capitalise by establishing values-based organisations, the follow-up takes the reader to the next level of values alignment in the workplace.

Leading through Values offers managers and organisations a practical programme to implement values-based leadership in three significant ways:

- Support your organisation to become a leader in its chosen market.
- Link company culture to the business strategy more effectively.
- Understand and be aware of the values framework

The advice is simple: "Understand values and their impact on people, performance and profit — because make no mistake — identifying company values can make a positive difference to your business performance".

Leading through Values is an excellent tool for anyone seeking to sow the seeds of great places for people and organisations to grow. Anyone looking to foster employee engagement and understand the relationship between leadership, strategy and culture should also take note: Culture is eight times more influential than strategy.

The title is of a manageable length (under 300 pages, including bibliography), and does not alienate readers through jargon overload.

Appendix four (Values in Action)

contains interview transcripts with the HR/Values Project Managers of three large organisations, helping to cement *Leading through Values* clear messages and relevant advice.

About the authors

Michael Henderson, Dougal Thompson and Shar Henderson are the force behind *Values AT Work*, so-called corporate anthropologists who since 1994 have developed a set of underlying principles from their insights into the influence that values have on People, Engagement, Performance and Profit.

Values AT Work are corporate anthropologists and their clients include Vodafone New Zealand, Tip Top, Canon, Burger King Australia and New Zealand, Outward Bound, Lion Nathan, Yellow Pages, ACC and Christchurch City Council. *Values AT Work* processes are taught at Auckland and Massey University Business courses. ■

Do values change over time? It's a good question and one that anyone who took some time to respond could elaborate on in some detail.

According to *Leading Through Values*, the answer is simple. Yes, values do change, "simply as a result of ageing or maturing and life changes". Clearly then, values within organisations evolve, sometimes for the better, and occasionally for the worse as staff come, go, remain for long periods or a few years.

Establishing and building on the values and culture of an organisation and linking that to a black and white business strategy presents organisations with many unique challenges. In addition, business strategies that may have worked a few years ago could now lead to quicksand or oblivion.

In comparison to climbing Mt Everest or sending a man to the moon though, cultivating a values-based organisation is not rocket science, it's good sense.

Leveraging an organisation to the next level is where workplace values start

crossword solution

