



Top tips on developing a set of values

01

Think about the whole picture.

Your values are **how** you deliver your offer. They wrap around your proposition and guide the way your business behaves internally and externally. See Top tips on proposition development.

02

Values come from within but need to reflect customer needs.

With any owner-managed business, and especially service-based businesses, values often come from the founder's vision and way of behaving. Otherwise, they need to be created from scratch. Either way, use your proposition as the base and ensure your values are in line with how the customer believes the offer should be presented and delivered. Try to choose values which help you stand out from your competition and keep to a maximum of five values to aid implementation.

03

Link them directly to behaviours.

It's no good having a value such as 'creative' because it isn't clear what behaviour this relates to. What aspect of creative exactly do you want to demonstrate? If you want your business to be perceived as creative then have a value such

as 'visualise' or 'entrepreneurial'. You can then check if you are behaving in a way which brings this value to life.

04

Use values internally to recruit and manage.

If you have the right values you'll be able to use these to measure people in performance reviews and set the right criteria and questions for recruitment. Use values to guide the way the people in your business work. Your values will show people **how** to work with each other within the business, and with customers wherever they are.

05

Use your values as a foundation for your external customer communications.

Your values should help guide the way you deliver your communications so will be the basis of the tone of voice in your copy or in call centre scripts for example. Always use them in briefing any work relating to how you present yourself to customers.