



**VALUES CLARIFICATION:  
A PROCESS FOR DEVELOPING ORGANIZATIONAL CULTURE**

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## Abstract

The Zeitgeist of our times being change, the success of organization cultures lies in their ability to move with the spirit or set the trend for it. Studies on organizational culture have been on processes that can enable organizations to manage change more sensitively and successfully. This study presents values clarification process as a systematic intervention strategy in the development of organizational culture and evolves a model of organizational change using the same. The process using an inductive group process or, an experiential-learning approach, goes beyond mere understanding of values to a more internalized sensing of values in different events, situations, decisions, problems and relationships confronting individual and group participants in their organizational life.

The Value Profile Questionnaire developed by the author along with interview guides has been the chief modes of data collection. Data collected has been designed to yield both quantitative and qualitative information. The results indicate that the process facilitates change at various levels- of the individual, the group and the organization. The process has also enhanced organizational effectiveness.

The shifts reported in the personal context include increase in involvement with family, awareness of oneself, being able to take charge of oneself, increase in sensitivity in relationships, and in giving freedom, better communication and widening one's own social circles, increase in aspiration, renewed hope, better organization skills and breaking of conditioned behavioral patterns.

The shifts experienced in the organizational context have been categorized into task and people related areas. There is an overall increase in accountability individuals are willing to take, self-awareness, trusting others, improving relationships, looking at alternatives, better discipline, increased confidence, co-operation and team spirit, better contextual understanding increased desire to learn, increased credibility and involvement.

The Process facilitates change out of personal realization rather than through prescriptive strategies. This lasts in the change being at a deeper level and long lasting.

*Key Words:* Values Clarification, Organizational Culture, Organizational Change

## VALUES CLARIFICATION: A PROCESS FOR DEVELOPING ORGANIZATIONAL CULTURE

Our world today is expanding and shrinking at once, with our mental horizons being stretched even as technology shrinks real distances into virtual realities. With change as the zeitgeist of human organizations whose success depends on their ability to change with the spirit or set the trend for it, *change* is a survival strategy. And organizations, today more than ever before, are being asked to change to survive.

As in an individual, true change in an organization too, is wrought into its personality- its culture. An organization's culture is the sum of its rites and images of collective existence. Much like a clan or a tribe's culture, it lends to the organization the binding forces for continuity and change. Inbuilt it holds also the response mechanisms to change. Martin (1985) points out that, raising the question, whether culture can be changed and/or managed itself has been a subject of argument, that culture, being a key to commitment, productivity and profitability, can and should be changed. Some other sociologists question the very idea of creating and/or changing the culture of an organization, because, in their view, culture is not created by any one leader or leaders, but by the members, as an expression of their deepest needs and as a means of endowing their experiences with meaning in a spontaneous manner over a period of interaction in a given context.

Nonetheless, it should be recognized that organizational culture is not static. Its dynamics implicitly call for an understanding of the important role culture plays for different groups at different points of time in their growth and development. For an organization that has grown or has been in business experiencing a decline on account of its inability to cope with the challenges and has thus become stagnant and uncreative, culture serves as a beacon necessitating change in those things that require change and stabilizing those that need to be done so, for the growth of the organization.

The ability to change requires a high degree of awareness and skill. As for individuals, so also for organizations change is a challenge. Change, however is more than an intellectual process; it is a psychological process as well. Unless the change being proposed strengthens in a visible and unambiguous way the psychological security of the people affected, it will be resisted.

Studying organizational culture has evoked the interest of social scientists for a long time. However, most of these studies have been focusing on understanding organizational culture and evaluating the same. There has not been much effort on designing a process that can enable organizations to develop a distinctive culture. At the same time there is a great deal of interest in many organizations in acquiring usable concepts about organizational culture that can really make a difference to how they manage change more sensitively and successfully. This study presents the values clarification process as an intervention strategy in the development of organizational culture. The results indicate that the process facilitates change at various levels- of the individual, the group level and the organization level. The process also seems to have increased organizational effectiveness, as shown by indices over a six month and an eighteen month period.

This paper is in 6 sections. In the first section, this paper looks at the role of values in organizational culture is discussed. The second presents the role of values clarification in the development of organizational culture. The third section looks presents the research design of the study; the fourth is devoted to analysis of the data - this first half of this section is divided conceptually into a. discussing the shifts experienced by respondents in the organizational context and b. the mean scores on the values profile questionnaire at different levels and time periods. The second half looks at changes observed in the performance and the culture of the organization before and after the change. The findings section posits a model for organizational change using the process of values clarification. The final section concludes with future directions of research.

## ORGANIZATIONAL CULTURE AND VALUES

The discussion of various conceptual approaches to organizational culture leads to some significant insights into the role of values and Values Clarification processes in the development of culture: It has been pointed out that: "After a prolonged emphasis on organizational culture, strategy and design, researchers began to investigate the plethora of values, beliefs, rituals, customs and other characteristics of life in an organization which seem to affect the behaviour of organizational participants and in turn, influence organizational effectiveness"- (Bourantas, 1990, p.261).

Organizational value systems provide guides for organizational goals, policies, and strategies. The key to developing culture in organizations is through the definition, construction and adoption of a set of values by the participants in the organization. Mere adoption of a set of values produces only “cognitive” change, in the sense of organizational participants “knowing” about values.

It is only when the organization enables the individuals to internalize the values through various processes that the real change in culture emerges. The nature of the values is a crucial factor, in the impact that culture will have on organizational effectiveness (Weiner, 1982). If the prevailing values facilitate appropriate goals and strategies, the culture is an important asset. Conversely, the restrictive values can make the culture a major liability. It may be useful to theoretically identify value system conditions and forms that are most likely to yield proper values - those more likely to contribute to overall organizational effectiveness.

It is this process of culture development through the internalization of values, which is referred to in this work as the “Values Clarification process”. Values Clarification process, therefore, goes beyond mere understanding of values to a more internalized sensing of values in different events, situations, decisions, problems and relationships confronting individual and group participants in their organizational life.

Values Clarification and internalization helps in giving meaning to organizational members and a possible basis for role fulfillment. Values Clarification processes can also help in identifying and bridging gaps between the formal, intended organizational values and the informal undercurrent of member values. Value internalization through Clarification Processes not only helps in building organizational cohesiveness but help in the socialization process of new entrants to the organization. The process of values clarification enables the organization to look at itself through the individual members who make the organization.

## Values

A value is a type of belief, centrally located within one’s total belief system, about how one ought or ought not to behave, or about some end-state of existence worth or not worth attaining. Values are thus abstract ideals, not tied to any specific object or situation, representing a person’s beliefs about modes of conduct and ideal terminal modes (Rokeach, 1968), what Lovejoy (1950) calls generalized adjectival and terminal values. Values, therefore, are global beliefs that “transcendentally guide actions and judgments across specific objects and situations” (Kroeber and Kluckhohn, 1952). Values are usually thought of as global beliefs about desirable end-states; these beliefs are seen to underlie attitudinal and behavioural processes (Rokeach, 1968).

Viewing at it as an end state, “a value is an enduring belief that a specific mode 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” (Rokeach, 1973, p.5). Values refer to the cherished end-state and the awareness of actions that direct human endeavor to reach it (Yuktananda Swami, 1989,).

People build their values and other cognitive maps out of their own personal experiences, though a part of these personal experiences are the values of the society, which exist prior to their own existence and are communicated to them as members of society. A person’s values are rooted in his/her personality, and also in the norms of reference groups and of the society to which the individual belongs. People interrelate their values and form value systems, which indicate their choices in their affairs. The values and values systems of an individual are unique and characteristic of the person concerned.

Values do not exist independently in the same way as things; they must be embodied to be experienced. We cannot know goodness or beauty in the abstract. Values are canons of judgment; through their application we become aware of certain qualities in the action or object and these in turn produce in us an appreciation of the values, which are embodied.

Thus values require our personal participation to come into being - that is to become more than abstract concepts. Something must be valuable to us (or the opposite) otherwise we get to know facts and not values. A thing is not useful of itself, but for the purpose for which we need it. Therefore, values are not expressed by general factual statements, but by judgments of whether they are facilitative or restrictive in a particular situation.

Since we have to choose the scale, which we should apply, we need also a hierarchy of values, in spite of all the contradictions to which they give rise. The values themselves have to be evaluated and therefore grouped in a scale. Whenever values conflict they reveal their relative importance. The many values and scales of values,

their clarification appeals to the many potentialities of our whole being; they stimulate us to exercise our freedom and elucidate and enrich our moral experience.

The cross-cultural and socio-political studies of values and valuing by Harold Lasswell (1948, 1959) compliment the Rogerian approach and affirm the species - wide value - needs suggested by Maslow. While valuing techniques and strategies differ over long stretches of geography and time, men everywhere and in all ages tend to direct their behaviour towards certain categories of needs and wants. Behind the specific, which seems at first glance to present gross difference and relativity from culture to culture, are the sometimes heavily camouflaged but nonetheless universal value goals of men. These are affection, respect, skill, enlightenment, power, wealth, well being and rectitude.

## **VALUES CLARIFICATION TO DEVELOP ORGANIZATIONAL CULTURE**

Values Clarification became a popular approach in education and in other helping profession with the publication of "Values and Teaching" by Harmin and Simon (1966). In their book they described seven sub-processes that lead to value clarity. These sub processes are: Choosing from alternatives, Thoughtfully considering the consequences of alternatives, Choosing freely, Pricing and cherishing, Publicly affirming, Acting repeatedly, Acting with a pattern of consistency.

Subsequent publications explored new strategies to teach the seven sub-processes. Simon Howe and Kirschenbann (1978) found ways to combine Values Clarification with traditional school curricula (Harmin, Kirschenbann and Simon, 1973). Interestingly most of the work on Values Clarification has been in the field of education. Early research on Values Clarification, provided tentative support for the hypothesis that Values Clarification experiences contributed positively towards the objectives, although the results were not totally consistent, the direction of the findings tended to support Louis Rath's theory of Values Clarification.

Values have been referred to as an important ingredient of organizational culture and thus there is a focus on changing the values in every attempt to build organizational culture.

When individual values collectively function to determine the efficacy of organizations, organizational values assume significance. Values are considered significant in organizational functioning because they provide the basis for the design of human organizations. Efficient organizational functioning requires that the variability in the behaviour of organizational members should be kept at a minimum (Katz and Kahn, 1970). Various designs of organizations suggested by organization theorists actually seek to reduce the variability of human behaviour within organizations. Member integration can be achieved by bringing the personal values of organizational members in line with the organizational values.

Peters and Waterman (1982 p.280) in their book "In Search of Excellence" highlighted the corporate culture as the main determinant distinguishing successful organizations. They wrote, "Every excellent company we studied, is clear on what it stands for, and takes the process of value shaping seriously. In fact, we wonder whether it is possible to be an excellent company, without clarity on values and without having the right sort of values".

By definition, individual values serve as a guide to a person's intentions and actions. Similarly, organizational value systems provide guides for organizational goals, policies, and strategies. Thus, the nature of values is a crucial factor in the impact that culture will have on organizational effectiveness.

Research has indicated an increasing difference between value systems held by young and old American workers. A review concluded that emerging cultural trends have transformed the American work ethic into something very different from previous years. These trends include: (a) a changing definition of success to include self-realization and fulfillment (coupled with) (b) lessening fears of economic insecurity. It is not surprising therefore, that reviewers often stress the necessity of studying personal values which have been the neglected ingredient of job motivation (Brown, 1976; Connor and Becker, 1975; Herzberg, 1974; Mankoff, 1974).

"By definition, a corporate culture cannot be pressed down upon a collective, nor can it be controlled or manipulated at will. A true strategic change programme does not impose anything but makes people aware of and illuminates certain aspects of the culture in which they exist. In this sense it is also a creative process: by bringing values, principles and behaviors to the surface, and by providing people with a framework with which they can interpret what they see, a creative and emancipatory process is started. ". (Berg, 1983, p. 24-27) Altering people's

values or souls isn't the aim of organizational ethics programs - managing values and conflicts among them is. (Kirrane, 1990)

## **METHODOLOGY**

This study seeks to develop a systematic approach to the Clarification Process for the development of culture, but also to develop a methodology to bring about value changes through the Values Clarification processes.

### **Universe and Sample**

Textron Ltd., a Public Ltd dealing in a range of temperature-control gadgets, was chosen for the study. Textron as an organization has been attempting to move towards a flat structure in the future to align itself with various other initiatives to bring about systemic change in the organization. In the year 1981, Textron Ltd., a Public Ltd. Co. was born out of a large industrial conglomerate based in the northern part of India with diversified interests in chemicals, heavy light engineering goods, electronics, etc.

A team of young professionals with a high sense of commitment manages Textron. They have been drawn from reputed organizations from all over the country with varied experience profiles. The company has a total strength of over 250 employees spread all over the country. The organization, being in the consumer durable products, is strongly driven by market conditions and has a strong marketing department.

All the executives who were on the roles of the Company between 1994-95 and 1996-97 participated in the study. All of them attended the Values Clarification process in the first phase in 1994 and attended the subsequent review process I after a period of six months and also the review process II after a period of 18 months those who could not attend all or any of the processes were excluded from the study.

For (a) individual case studies, (b) level-wise group profiling based on the values profile questionnaire, the participant executives belonged to three levels of management, which is junior(31), middle(21), and senior management(8). The workers and staff were not a part of the study.

For studying the organizational change all those executives who had joined the organization at least six months before the study commenced and who had not participated in the in the values clarification process, in the executive cadre, till March 1996, participated in the study, provided they did not have a break in service. 31 junior managers and 4 middle level managers were interviewed for the study on organizational change. The other executives had participated in the first part of Values Clarification process which is the workshop but were yet to attend the review workshops and hence were excluded.

Over two-thirds of the respondents are in the age group of 30-40 years; none above the age of 45. 70% of them possess professional qualifications.

### **Research Design**

The research design that drives this study is exploratory. The study in order to gain deeper understanding on the Values Clarification process and its influence focused on a single organization, which was willing to provide cooperation and support to a study of this nature.

In order to ensure objectivity, both qualitative and quantitative techniques were used during the process of data collection. To maintain uniformity in the interview, the respondents were interviewed individually using an interview guide. Though the study was primarily explorative in nature, during the course of the exploration, the researcher had to use various methods in order to ascertain the actual influence of Values Clarification process on development of Organizational Culture.

### **Values Clarification Process**

Values Clarification process was a four day workshop in the first phase of the intervention. The objectives and the methodology of the process are given below.

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## Refer Table 1 : Contents of Values Clarification Process

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Values Clarification uses an inductive group process or, an experiential-learning approach. The participants learn the theory of Values Clarification as they are actually working out their values in the group through exercises and instruments. The participants are encouraged to share with their group as much of their values as they feel comfortable. No one is forced to share any more than he/she wants to.

Two review workshops, each of duration one day, were organized after the participants of the Values Clarification process had spent over six months and eighteen months in the real life context respectively. They were taken through a review workshop with the primary objective of understanding what kind of changes they could experience and the influence of Values Clarification process and to gain insights into how much of the learning from the Values Clarification process had been integrated in to the actual life context and how to further the same. This workshop also facilitated in clarifying doubts and in supporting change efforts.

### Methods of Data Collection and Techniques used to analyze the Data.

- Values Profile Questionnaire.
- Interview guide was used to collect data from individual for developing the organizational case study.
- Secondary data was gathered from published documents such as the annual reports of the company write-ups in leading business magazines.
- The Researcher throughout the period of study recorded significant happenings and process in the organization.

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## Refer Table 2 Variables in the Values Profile Questionnaire

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### Values Profile Questionnaire

J.M. Sampath developed the Values Profile Questionnaire in 1992. The basic objective of the tool is to enable the individual to take a close look at one's own values profile as perceived by self and others. The basic principle on which the whole questionnaire was developed by the researcher is: "No single value by itself is valuable, values are interdependent and one needs to understand the interdependence in order to understand one's own behavior." The reliability of the questionnaire has been established using the test re-test method with  $r=0.68$ . It has been used extensively in corporations in the USA, the Middle East, and Malaysia among other countries.

When it comes to evaluating values, it is important to study how a person is being experienced by people around, than what one thinks of oneself. Keeping this viewpoint in mind each of the participants was asked to choose five people from within the organization with whom he has working relationship. The responses of these five individuals were collected and converted into numerical scores. Further averaging the sum of all individual average score of that level arrived at the level-wise scores. The respondents chosen by each individual were kept the same for all the three evaluations except in cases where the employees had resigned or did not have working relationship with the individual due to internal transfers or organizational restructuring.

### ANALYSIS OF THE DATA

The data was primarily analyzed at three levels Individual case studies, The level-wise group scores, The organizational change case study.

## Shifts in Personal Context

Based on the data collected through the guided interviews, each individual case was analyzed to arrive at the kind of changes perceived at the individual level.

The shifts reported in the personal context include increase in involvement with family, awareness of oneself and one's actions and being able to take charge of oneself, Increase in sensitivity to others in relationships, Increase in giving freedom to others and acceptance, Better communication and widening one's own social circles, Increase in aspiration, renewed hope, better organization skills and reduced smoking.

From the kind of shifts experienced, it is evident that there is a change in the way of responding to life. Another dimension that emerges from the responses is that the individuals are beginning to make a better decision in responding to different situations. This ability to choose from the alternatives is an important element in deciding the quality of the decisions one takes. It is evident that the Values Clarification process has influenced the individuals in making better qualitative decisions in different situations.

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### Refer Table 3 : Shifts experienced in the Personal Context

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Table 4 indicates the overall shifts experienced by the respondents in the organizational context. The shifts experienced based on the responses have been categorized into task and people related areas. The percentage of responses on people related areas have been marginally more than the task related areas. The shifts experienced on task related and people related areas positively contribute to the enhancement of the quality of personal and organizational life. The shifts experienced are also in line with the objectives of the values clarification process, which further leads to the conclusion that the objectives have been met through the process. A close look at the nature of shifts experienced indicates that the changes are at a much more deeper level than at a surface level. Also each of these shifts can lead to many behavioral changes in an individual as these shifts are based on one's own realization based on the learning from the values clarification process than out of any imposing.

<b>Refer Table 4 : Overall shifts experienced by the respondents in the organizational context</b>
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The most important thing to be noted here is that in the workshop on Values Clarification, there was no prescription or suggestions given to the individuals to change in a particular way. On the whole from the case studies, there is clear evidence that changes have occurred both at the personal and organizational levels out of one's own realization on the need to change. This enhances one's commitment to change and brings about lasting change.

## Level-wise Group Profile

The responses given to each individual by five others were averaged item-wise to arrive at the individual scores using the key. (This process was repeated at Review I & II workshops). The scores of the individuals were further added up to arrive at the level-wise scores i.e. all the scores of the individuals belonging to the junior management was summed up to arrive at the junior management score. Similarly the middle and senior management scores were added up and averaged to arrive at the respective group scores. The same process was repeated during Review Workshop I and Review Workshop II.

The level-wise scores (Junior, Middle & Senior Management) were further compiled and compared with the earlier data to gain insights on the nature of shifts in the scores, which could further give insights into the cultural changes if any.

The responses to the items in the Values Profile Questionnaire was summarized into mean scores at three different time periods of study - T1, T2 & T3 (T1 - Pre intervention, T2 - 6 months later, T3 - 18 months later). To establish the degree of difference in the mean scores between various time intervals, statistical techniques to ascertain the significance between mean (t-Ratio) were used. For this purpose the variances, standard deviation, standard error of the means, standard error of the difference between means were calculated. The confidence level for interpreting the data was set at  $P < .01$  level, though in a few cases the significance of the difference between means at the  $P < 0.05$  levels are reported. To calculate the t-Ratio the standard error of the difference between means was first computed using the formula.

The Table 5 presents the summary the Values Profile Questionnaire and the overall changes in the mean score in each item at different time periods

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### **Refer Table 5: Overall analysis of the mean scores at different time periods**

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Table 5 very clearly indicates that there is a considerable increase in the mean score between T1 & T2 while there is a marginal increase or decrease in the mean score between T2 & T3.

The difference in the scores either positive or negative is not very significant. This also further indicates that the change from T1 to T2 has over a period of time (18 months) stabilized at certain level, which is higher than T1. This also indicates that the changes have been lasting and thus have become a part of the organizational culture.

### **Shifts in the Organizational Context**

An analysis of the shifts apparent in the organizational context shows that these changes are at a fundamental level, wherein, there is an overall increase in the level of accountability the individuals are willing to take, being conscious of one's own action, trusting others, improving relationships, looking at alternatives, increased openness, better discipline, increased confidence, co-operation and team spirit, better understanding of the context, increased desire to learn, increased credibility and involvement, ability to identify one's own mindsets. Each of the changes perceived by the individual is linked to the Values Clarification process to a great extent and in particular to the Values Profile Questionnaire.

The researcher had long interviews with executives across the organization that had not gone through the process to find out how they experienced the organization before and after the intervention. The only precondition for being selected as a respondent was that the executive should have at least worked for three years in the organization. This was primarily to ensure that the respondents had a good feel of the life before and after the intervention. The sample was chosen based on the criteria and availability of the individual. In all, there were 35 respondents whom the researcher interviewed.

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### **Refer Table 6: The Shifts Experienced in the Overall Organization**

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## **FINDINGS**

An organization is dynamic and is continuously impacted by a number of factors such as the market condition, the leadership etc. In a study of this nature, it is important to probe on the extent of influence of Values Clarification process as perceived by people. The table below gives the extent of influence of the Values Clarification process on the organization as perceived by the respondents.

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### **Refer Table 7 : Extent of Influence of the Values Clarification Process on the organization**

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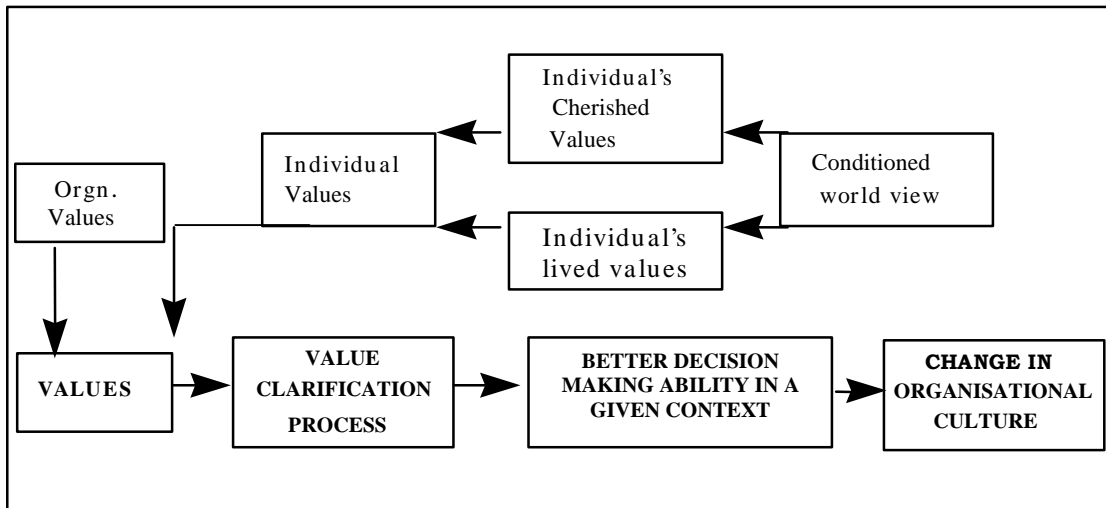
From table 7, one can see that a little over half of the respondents feel that the changes that are taking place in the culture of the organization by over 70% is due to the Values Clarification process interventions. A

little less than 1/3rd feels that it is 50 to 60% due to the intervention. Close to 1/5th feel that 30 to 50% due to the intervention.

An empirical observation made across the organization from individual to the overall organization reveals a certain pattern, which is presented in the model -Figure 1.

**FIGURE 1**

**Organizational Change Process using Values Clarification**



The model indicates the process of change. It starts with the conditioned world-view of the individuals, who together form the members of the organization; their individual values include cherished values and lived values, which interplay with the organizational values which includes the learning out of the organization's past and its evolution. The individual and organizational values are independent and interplay with each other constantly. The Values Clarification process leads to redefining of individual and organizational values, which further leads to deeper understanding of values and their implications in the real life context. This understanding results in better decision-making ability, which results in the development of organizational culture.

**CONCLUSION AND FUTURE DIRECTIONS**

A study of this nature to an extent could be generalized in the context of organization involved in business with profit as a motive. It also could be extended to non-profit organization. Theoretically, the findings of the study would help to develop a better understanding of the influence of Values Clarification process on the individual and the organizational culture. The findings could help in strengthening the Values Clarification methodology as an intervention process for developing an organizational culture. The findings of the study would also provide guidelines for future study.

The study clearly brings out the significance of values and the need to gain deeper clarity on one's own values both at personal and organizational level to bring out a meaningful change in the culture of an organization. Values Clarification as process for building organizational culture gains significance in a fast changing environment. Values Clarification facilitates a change arising out of one's own realization than out of subtle control or manipulations. Change becomes deep and meaningful when it is a decision of the self. The difficult part of an organizational culture building process is developing the capability in each influential individual of the organization to make decision in a variety of contexts without losing what the organization and the individual stand for. The flexibility is on the way of managing the organization than on the core values. Values Clarification process facilitates this ability over a period of time in an individual. While intelligence and emotions exists in each individual what needs attention is the ability to use one's intelligence and emotions in a given context appropriately. This will depend on what the individual values in his/her life. It is here that Values Clarification

plays a vital role in enabling an individual to make the appropriate choice. When the influential individuals in an organization often make the appropriate choices, then the culture that begins to emerge facilitates higher level of performance in any given context. Thus, Values Clarification process has a potential to facilitate building an organizational culture that would nurture excellence as a way of life.

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**TABLE 1**

**Contents of Values Clarification [VC] Process**

No.	Session Title	Objective
1	Micro lab.	To ease the participants and give them an insight into what they are likely to experience during the course of the process.
2	Defining the boundaries.	To set the boundaries of the process and establish ground rules for working.
3	Setting the learning context	Understanding learning and enable people to begin the real process of learning.
4	Understanding the need for VC.	To create awareness on the need for Values Clarification and its relevance in the context of everyday living.
5	Understanding the meaning of values.	To provide meaning of values from the context of everyday life and enable people to understand why they behave the way they behave and the cause and effect relationship of behavior.
6	Understanding influence of beliefs and paradigms.	To let people experience the consequences of their own beliefs and paradigms in the context of the various roles they play in life.
7	Understanding gap between what one wants to be and what one is.	To facilitate the realization of the gap that exists between what one wants to be and what one is and enable people to understand the blocks that prevents one from bridging this gap and the need to take ownership for reducing the gap.
8	Values profile	To enable people to understand their values profile and see the interdependence of values and the implications of any imbalance in the context of real life.
9	Understanding value conflicts.	Understanding values, which are at the source of almost all human conflicts one experiences and enabling people to experience their own source of conflicts.
10	Understanding the way one's behavior is formed.	To enable people to see how their own behavior has evolved over the years.
11	Understanding the multiple facets of the values and develop the ability to learn to learn.	To introduce basic human values and to initiate a process of self-enquiry this takes care of the need to learn to learn. To understand the multiple facets of each value in the real life context.
12	Understanding the valuing process.	To enable people to understand the valuing process and experience one's own skill level in the various steps involved in the valuing process.
13	Individual and Organizational values.	To enable participants to see the implications of alignment/non-alignment between individual and organizational values.
14	Understanding "form" and "essence".	To enable people to see the distinction between "form" and "essence" and how conflicts are usually at the "form" level; the need to be "form flexible".
15	Understanding the limitations set by one.	To enable people to break one's own chains which prevent them from changing?
16	Learning to look at options.	To facilitate the realization that there is always a way out in any situation without breaking the boundaries.
17	Closure	To nurture faith and hope in being able to be what one is capable of.

**TABLE 2**  
**Variables in the Values Profile Questionnaire 1**

Freedom (Achievement Orientation)	Relationship	Power & Influence	Learning	Honesty & Integrity
Aspiration	Expression	Authority	Urge to Learn	Outspoken
Responsibility	Giving Freedom	Giving Freedom	Openness	Concern
Initiative	Responsibility	Credibility	Initiative	Responsibility
Involvement	Involvement	Involvement (task)	Involvement	Initiative
Discipline	Discipline	Involvement (people)	Discipline	Discipline
		Discipline		

**TABLE 3**

**Shifts in the Personal Context**

<b>Sl. No.</b>	<b>Shifts in the Personal Context</b>	<b>No. of Respondents N = 60</b>	<b>%</b>	<b>Linkage to the Values Clarification Process</b>
1	Increase in involvement with family	14	23.3	Understanding the gap between what one wants to be and what one is. Understanding how one's values are perceived by people around. Values Profile (Relationship) (Session 7 & 8)
2	Awareness of oneself and one's actions and being able to take charge of oneself.	11	18.3	Understanding the meaning of values. Understanding the impact of beliefs and paradigms. (Session 5 & 6)
3	Increase in sensitivity to others in relationships.	10	16.7	Understanding the gap between what one wants to be and what one is. Understanding how one's values are perceived by people around. Values Profile (Relationship) (Session 7 & 8)
4	Increase in expression, especially, being more vocal.	8	13.3	Understanding the gap between what one wants to be and what one is. Understanding how one's values are perceived by people around. Values Profile (Relationship) (Session 7 & 8)
5	Better communication	7	11.7	Understanding the way one's behaviour is developed. Understanding the valuing process. (Session 10 & 12)
6	Increase in giving freedom to others and accepting them as they are in relationships.	6	10	Understanding the meaning of 'form' and 'essence'. Understanding the limitations set by oneself. Values Profile (Relationship) (Session 8, 14 & 15)
7	Increase in aspiration and wanting to expand one's potential.	5	8.3	Understanding the gap between what one wants to be and what one is. (Session 7).
8	Moving from lost hope on life to accepting life's realities and learning to enjoy.	5	8.3	Understanding the gap between what one wants to be and what one is. (Session 7)
9	Being more organised and planned.	4	6.7	Understanding how one's values are perceived by people around. Values Profile (Achievement Orientation) (Session 8)
10	Focussing on issue rather than the person in arguments.	2	3.3	Understanding value conflicts. (Session 9)
11	Self-propelling than being dependent on others.	1	1.7	Understanding the impact of beliefs and paradigms. Understanding the gap between what one wants to be and what one is. (Session 6 & 7)
12	Reduced smoking and more relaxed.	1	1.7	Understanding the gap between what one wants to be and what one is. (Session 7)

**TABLE 4**

**Overall Shifts Experienced by the Respondents**

No.	Areas of shift	No. of Respondents	No. of Responses (%)N = 194		Linkage to the objective of the Values Clarification Process.
			Task	People	
	Task Related Areas	N=60	Task	People	
1	Taking responsibility	23 (38.3 %)	11.9	-	To understand the paradigms one is living by and gains clarity on the need to make shift in the same.
2	Willingness to risk	31 (51.7%)	16	-	To understand the ability to risk and accept challenges.
3	Being more organized	17 (28.3 %)	8.7	-	To understand one's orientation towards: Freedom & Achievement, Relationship, Power and Influence, Learning, Honesty and Integrity.
4	Higher level of involvement.	16 (26.7%)	8.3	-	To understand one's orientation towards: Freedom & Achievement, Relationship, Power and Influence, Learning, Honesty and Integrity.
	Total		44.9		
	People Related Areas				
5	Better understanding of oneself and others.	19 (31.7%)	9.8	9.8	To understand why one behaves the way one does.
6	Improved communication	33 (55.0%)	17.0	17.0	To gain deeper clarity on one's own style of functioning and its implication in the organizational and life context.
7	Improved relationship with higher level of trust.	41 (68.3%)	21.1	21.1	To gain deeper clarity on one's own style of functioning and its implication in the organizational and life context.
8	Better management of one's emotion.	14 (23.3%)	7.2	7.2	To gain deeper clarity on one's own style of functioning and its implication in the organizational context.
<b>Total</b>		<b>194</b>	<b>55.1</b>		

**TABLE 5**

Overall Analysis of the Mean Scores at Different Levels and Time Periods<sup>1</sup>

Sl. No	Item	Mean scores at different time period			Diff. T2-T1	Diff. T3 - T2
		T1	T2	T3		
<b>FREEDOM ((Achievement Orientation)</b>						
1	<u>Aspiration</u> Has a lot of ambitions and dreams on what (s) he would like to be and achieve in his/her life.	7.33	7.83	7.91	+0.50	+0.08
2	<u>Responsibility</u> Takes Responsibility for converting his/her dreams into reality and own the consequences of his/her actions.	6.98	7.95	7.79	+0.97	-0.16
3	<u>Initiative</u> Puts in extra efforts on his/her own in creating new opportunities and exploring various possibilities in achieving his/her life ambitions.	6.61	7.63	7.60	+1.02	-0.03
4	<u>Involvement</u> Goes into minute details and tries to gain deeper clarity while working on any task.	7.10	7.68	7.77	+0.58	+0.09
5	<u>Discipline</u> Is well organized and (s)he gets things done at the right time.	6.67	7.58	7.56	+0.91	-0.02
<b>RELATIONSHIP</b>						
6	<u>Expression</u> Let others know his/her feelings, emotions, thoughts in his/her relationships.	5.81	6.94	7.10	+1.13	+0.16
7	<u>Giving Freedom</u> Allows others to be themselves and (s)he accepts people as they are in his/her relationships.	6.77	7.61	7.61	+0.84	0
8	<u>Responsibility</u> Takes the responsibility for his/her relationships and its growth.	7.09	7.81	7.71	+0.72	-0.10
9	<u>Involvement</u> Is committed and very understanding in his/her relationships.	7.28	7.81	7.88	+0.53	+0.07
10	<u>Discipline</u> Doesn't take people for granted and understands the importance of the sense of timing (when to do what) in his/her relationships.	6.64	7.55	7.53	+0.91	-0.02
<b>POWER &amp; INFLUENCE</b>						
11	<u>Authority</u> Is able to influence people and events to move in the direction (s) he wants.	6.35	7.21	7.19	+0.86	-0.02
12	<u>Giving Freedom</u> Believes that in work situation, people don't misuse their freedom and hence there is no need to control.	5.23	6.51	6.81	+1.28	+0.30

<sup>1</sup> Overall analysis of the mean scores at different time periods (T1 = Pre-Intervention, T2 = 6 months later, T3 = 18 months later).

13	<u>Credibility</u> Keeps his/her commitments and ensures that there is no gap between what (s)he says and what (s)he does.	7.00	7.73	7.76	+.73	+0.03
14	<u>Involvement (Task)</u> Goes into minute details of his/her job and has a clear understanding of all the related aspects.	7.10	7.67	7.77	+57	+10
15	<u>Involvement (People)</u> Knows each person who works with him/her quite well and is aware of their potentials.	7.15	7.81	7.89	+66	+08
16	<u>Discipline</u> Is well organized and understands the significance of the context, place and time in all his/her interactions while at work.	7.00	7.67	7.62	+67	-05
<b>LEARNING</b>						
17	<u>Urge to Learn</u> Has a basic urge to learn and (s)he is curious to know why things happen the way they happen.	6.95	7.84	7.82	+89	-02
18	<u>Openness</u> Is receptive to the ideas/thoughts that come from the environment and (s)he is willing to examine and absorb what is worth (s)he is open to change	6.93	7.76	7.75	+83	-01
19	<u>Initiative</u> Puts in extra efforts in creating learning opportunities wherever possible.	6.73	7.65	7.60	+92	-05
20	<u>Involvement</u> Goes into the depths of anything (s)he learns than being a jack of all.	6.73	7.59	7.46	+86	-13
21	<u>Discipline</u> Is organized and (s)he finds time to keep his/her learning ongoing.	6.97	7.64	7.64	+67	0
<b>HONESTY &amp; INTEGRITY</b>						
22	<u>Outspokenness</u> Is outspoken and frank in sharing what (s)he believes as truth in his/her interactions.	7.05	7.33	7.48	+28	+15
23	<u>Concern</u> Takes care of the feelings and emotions of the persons involved while expressing his/her opinions.	6.44	7.44	7.56	+1.00	+12
24	<u>Responsibility</u> Stands by whatever (s)he says and takes the responsibility for the same under any situation.	7.21	7.77	7.78	+56	+01
25	<u>Involvement</u> Has deep convictions or strong values in his/her life.	7.14	7.77	7.65	+63	-12
26	<u>Discipline</u> While sharing his/her opinions, takes care of when to say what.	6.95	7.66	7.65	+71	-01

**TABLE 6**

The Shifts Experienced in the Overall Organization

<b>Before the Intervention (Before 1993)</b>	<b>After the Intervention (After 1993)</b>	<b>No. Of Respondents N = 35</b>	<b>Percentage</b>
No developments- job was the only focus	New Products	28	80
No leadership - no guidance	Good leadership with guidance	27	7.71
Very less interaction between departments	Increased interaction between departments	23	65.7
Control	Decentralization	18	51.4
Very formal organization. Top not easily approachable	Informal and easily approachable	26	74.3
Very stiff atmosphere	Greater degree of openness	19	54.3
Very less interaction with head office	Greater level of interaction with head office	24	68.6

**TABLE 7**

Extent of Influence of the Values Clarification Process on the Organization

<b>Sl. No.</b>	<b>Percentage</b>	<b>No. of Respondents</b>	<b>Percentage</b>
1	90-100%	3	8.6
2	80-90%	4	11.4
3	70-80%	9	25.7
4	60-70%	8	22.9
5	50-60%	5	14.2
6	40-50%	3	8.6
7	30-40%	3	8.6
<b>Total</b>		<b>35</b>	<b>100</b>