

THE VALUES MANIFESTO

*A VALUES-CENTERED BLUEPRINT
FOR
CATALYZING ORGANIZATIONAL TRANSFORMATION*

NOVEMBER 2016



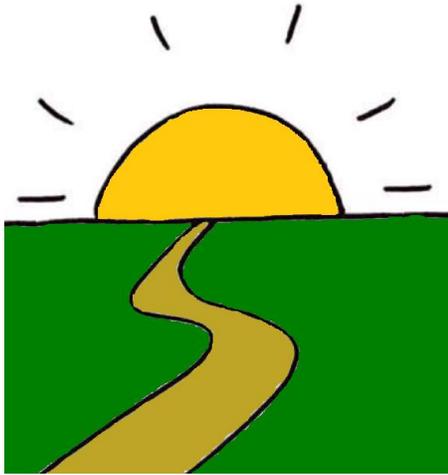
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THE VALUES MANIFESTO

TRANSFORMATION

TO A

HUMAN VALUES-CENTERED WORLD

We seek the transformation of our world from:

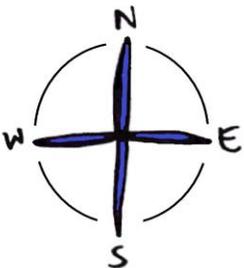


The current finance-centric, competitive, commoditized, automated, profit and efficiency-fixated post-industrial reality

to



A human being and commons centered, non-competitive, collective, collaborative, sustainable, inclusive, experiential, and thriving World in which everyone honors shared Values and each other.



DEFINING "VALUES" FOR A VALUES-CENTERED WORLD

"VALUE" VS "VALUES"



"Value" has traditionally been the quantified regard that a person or thing has, as an expression of importance, worth, or usefulness; i.e. as in the price of an item or worth of an individual, often expressed in fiat currency terms.



Values, in the context of this Manifesto, references shared principles and standards of behavior to which individuals, teams and organizations subscribe ("Values").

Value generation is multi-faceted, much beyond triple bottom line; qualitatively and quantitatively recognizable in the following dimensions: Attentional, Expressive, Insightful, Semantic, Temporal, Economic, Informational, Relational, Social, Spiritual, Emotional, Experiential, Environmental, Ecosystemic, Collective, Cooperative, and Creative, just for starters.

When thoughts, words and actions are truly aligned with shared Values, true generativity and transformation is enabled.



VALUES AS CULTURAL FOUNDATION

Values are the bedrock over which the cultural river flows. In their purest form, they are clear, clean, stable, unambiguous, sustained, honored, and evolved by all.

Values are universal and ubiquitous.

We distinguish Values as defined above from: virtues, commandments, laws, principles, ethics, religions, moral codes, standards, and judgments; and see Values as transcendent of context.

Values are, in the purest sense, useful, beneficial, positive, helpful; in service to self, others, ecosystems, and our planet.

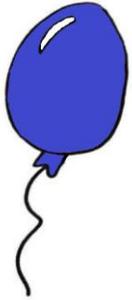
Shared Values inform, enable and define choices, actions, collaboration, policies, decisions and initiatives.

Values held, honored and enacted are manifested in tangible and intangible generative consequences.

Values are non-competitive and cumulative.

The intention underlying shared Values is to be accepted and agreed to on a local, collective and global basis.

We believe there is no ambiguity nor shades of gray. Thoughts, words and actions are either Values-aligned, or not.



ALIGNED VALUES

When Values are aligned, the individual and collective thoughts, words and actions are identical, consistent, intentional, and voluntarily subscribed. Each individual is committed to, responsible for, and empowered by his or her aligned choices.



VALUES IN ACTION

When aligned, Values are enacted, generating value. They are held-in-common, shared, supported, reflected, and embedded in every individual and collective choice and action. Enacted values can be rooted in love, abundance and possibility or fear, scarcity and despair. This choice is central to collective transformation.



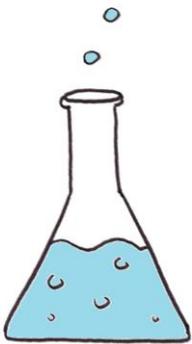
WHEN VALUES ARE MISALIGNED

When misaligned, the gap between stated and enacted Values will always reflect a loss of value, with increasing negative consequences over time.



CALL TO ACTION

In the face of misaligned Values and the negative consequences that result; the collective call to action is to identify where the gaps between vision, Values, and actions exist; and bring them into alignment and integrity.



APPROACH

Our role is to catalyze transformation of organizations of any scale, by implementing a Values-centered initiative which, through Values alignment, will transform and enhance value generation within their internal, external and global ecosystems; and mitigate waste, risk and resource diversion to the consequences of misaligned actions.

As catalysts, we seek to awaken, enable and empower the people comprising the organization to engage in co-creation of the transformation process and propagation throughout.

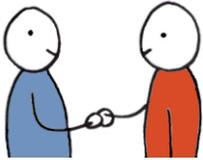


Once catalyzed, we also offer support and suggestions for a robust array of insight, tools, practices, services and technology providers comprising the organizational transformation ecosystem, and offering tremendous resources to assist with navigating the implementation process.



THE VALUES AUDIT

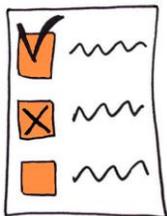
We take the organization as it stands, and surface the values that it enacts, based on an internal discovery process. The express and explicit values that might not have articulated, but have tacitly manifested through organizational actions, policies, decisions and consequences are revealed. The perceptions and characterizations external stakeholders and the world have expressed about the organization are also surfaced, as a complementary view of the organization's enacted values.



VALUES AGREEMENT

In the transformation endeavor, an individually subscribed, explicit, collectively generated Agreement reflecting total commitment to the shared Values is foundational.

This social contract is inclusive, voluntary, dynamic, organic and human-centered; enabling a Values-based organization-wide co-created all-inclusive culture, while serving as a catalyst for individual and collective Values alignment.



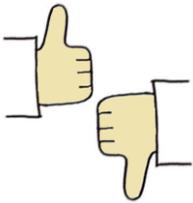
THE VALUES CHECKLIST

A Values Checklist, against which all actions and decisions can be evaluated and adjusted in real time, is derived from the aggregated Values defined in the Values Agreement. The Checklist is practically integrated into protocols, enterprise systems and internal communication mechanisms, assuring sustainability and reinforcement of all Values commitments.

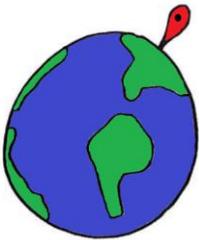
DERIVED OUTCOMES AND BENEFITS



One of the huge benefits derived from conducting the Values Audit, and generating the Values Agreement and Values Checklist is that all new emergent decisions or initiatives can be evaluated against the Values Checklist before first action is taken, resource allocated, or dollar spent. Actions out of Values alignment can be identified and Values-aligned prior to enactment.



Misaligned legacy initiatives can be modified or eliminated by utilizing the Values Checklist to evaluate and align future mitigating actions with the Values Agreement.



We believe a Values-centered commitment, alignment and enactment offers the greatest potential for global damage mitigation; while transforming organizations into change agents contributing to a thriving world. It is mission critical to do good while doing well.

Interested in exploring with us?

Please come visit at TheValuesFoundation.org.