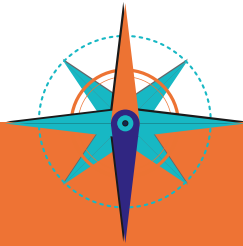




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Direction générale  
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# Manager

# Compass

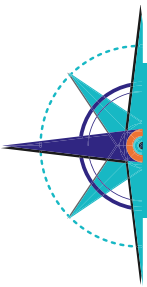
Management by values



Values refer to a system of group cohesiveness and unity. They rally a work team and set a clear direction for each individual to align their behaviour, words and deeds with shared principles and rules.

A values-based approach can apply to different environments and meet multiple objectives at both individual and group level. It can involve working on personal values “what is important to me” as a manager but also team cohesiveness, work team motivation and a sense of identity with an organisation.

Employee engagement is sustained by working on values, fostering a sense of purpose and meaning in the workplace, and building an understanding of how each individual’s work connects with the organisation. A values-based approach, co constructed by a team, can also help prevent the emergence of conflicts in a department or organisation.



## 1. What are your values as a manager?



### a. The connection between values and management

The purpose of a values-based managerial approach is to build a culture of understanding among managers of their own system of values and the values of their staff and their organisation in order to smooth relationships, decision-making and action within their teams, with their own hierarchy, and with all internal and external partners.

Values differ from ethics, morals and professional conduct in three key ways:

- They are clearly defined;
- They are both universal and aligned with each individual’s culture;
- They are both individual and collective and mutually interactive.

When considering values, it is important to consider all angles: internal/external values, skills values, behavioural values, relational values, moral values, personal growth values, etc.



## b. How to define/identify your personal values

Here are a few examples (taken from value definition approaches used by different public structures) to help you determine your core values:

Compassion	Fairness	Curiosity	Open Mind
Competence	Team Spirit	Determination	Optimism
Creativity	Loyalty	Empathy	Recognition
	Commitment	Respect	

When defining the core values of an individual and collective identity, it is important to clarify what they mean by breaking down each value into guiding principles, principles for action and operational objectives. For example:



Fairness ensures the fair and even-handed treatment of all staff. This value can be applied as follows:

1. Transparency in decisions and actions
2. Sharing complete information with everyone in team meetings
3. Giving everyone the chance to speak



Team spirit can be seen in practices to on-board and motivate all team members. This value can take the following forms in practice:

4. Defining unifying elements
5. Co-constructing and developing shared projects
6. Showing collective recognition



Creativity encourages new ideas to develop the department's activities and the work team. This value can take the following forms:

7. Planning regular group discussion times
8. Encouraging team members to come up with ideas
9. Being open to change and showing it



## c. Embody your values as a manager

It is important for managers to lead by example. You embody your values in your behaviour, words and deeds. It is the consistency of what you say and what you do that builds your team's trust in you.

### How to become a model manager

Develop your "self-awareness", i.e. the ability to hold up a mirror to what you are doing, observe yourself and always be aware of what you are saying and doing and how you are doing it.

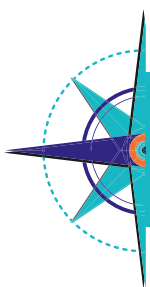
In this way, you can shape and embody the behaviour you seek to promote in your team with due consideration for your staff's wishes and needs.

Being a model manager also calls for concrete actions on a daily basis. For example, **deliver on your commitments or don't commit**. Here, you could list the commitments you have made and regularly review them to ensure that you have delivered on them. Leading by example also calls for you to **own your problems and take a constructive learning attitude to them**. Do not hesitate to express your difficulties and share the search for solutions with your staff and your superiors.

For more information:



Book: "Manager en pleine conscience" - 2nd edition - Devenez un leader éthique et inspirant  
– Dunod (Available in French only)



## 2. Define values together

### ➔ a. Principles and purposes

Working together to define values can unite your team, especially in times of change and far-reaching developments in your organisation:

- ➔ It is a cross-cutting issue concerning all team members irrespective of rank, seniority and position;
- ➔ It is an approach that gives your team immense leeway to make their own suggestions;
- ➔ It fosters teamwork and the team dynamic;
- ➔ However, it needs to be handled with care since it also touches on personal values on which individual identities are built.

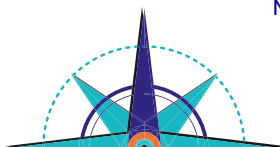
### ➔ b. Engage staff in the co-construction of values

A number of methods are available to jointly determine a team or organisation's core values. Yet they all revolve around key common principles that facilitate sharing and exchange.

➔ This approach should be **based on collective intelligence for teams to embrace the group's identified core values**. It is therefore important to choose a methodology based on collaborative meetings and workshops. The purpose of a collaborative meeting is to cultivate a new form of discussion and more direct and straightforward communication with the entire team outside of the everyday environment.

➔ It is important to **leave the hierarchy outside of the door** on these occasions for everyone to feel free to express their ideas and opinions. The purpose of the exercise is to value and bring out the ability of all staff to make suggestions and find solutions.

➔ **A climate of trust** is also vital in a value co-construction approach. It could be helpful to **have an external facilitator present** to encourage discussions and uptake of a "sensitive" subject touching on the identity of the individuals and the group.



### Useful recommendations:

- ➔ Ask a general question: **“What are the four values we all need to share to ...?”**;
- ➔ Once the suggestions have been made, translate them into **“guiding principles/principles for action”** to clarify together what they mean to avoid different staff interpretations;
- ➔ Discuss freely with participants about brakes/fears and drivers for success to involve all staff and help keep them engaged day to day;
- ➔ It is your responsibility as manager to build on the work by selecting the main values that you also wish to promote. You could, for example, prioritise values that have always existed (historical values) rounded out by forward-looking values to be developed:

#### If your organisation already has values

Are they still relevant?	Yes/No
Are they realistic?	Yes/No
Are they appropriate (aligned with your strategy)?	Yes/No
Are they applied by your staff on a daily basis?	Yes/No

- ➔ It is also important to select values that **can be disseminated externally** (to users, partners and service providers) to promote your corporate image. **Endogenous values, disseminated in-house**, contribute to team-building and unite staff around a common purpose. They will concern the team’s identity and will mention the behaviour (such as sharing), aptitudes (creativity) and attitude (open mind) that each member of staff undertakes to adopt;
- ➔ The values are not mere statements; they are shared, embraced behaviours. It is important for these values to be operationalised as observable, assessable professional practices. **They must be applicable, make sense and be readily understood by all**;
- ➔ This work could give rise to **the production of a charter of values displayed in the department.**

## MBV in Action

### Embodying the values of the Directorate General of the Treasury (DG Trésor)

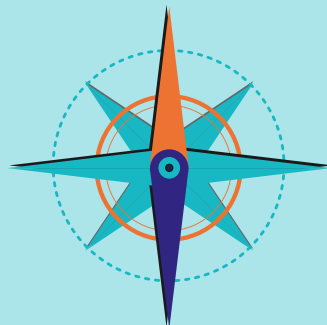
by Sonia Leverd,  
Deputy Head of the HR  
Development Bureau, DG Trésor

When you work in France and worldwide for the Directorate General of the Treasury, you are part of a team with very high standards and shared values working for an innovative and inclusive economy. Following the Treasury 2020 transformation work, it was suggested that we think about the Directorate General's values. We decided first of all to take stock of how our values were embodied by staff in their everyday work.

The DG Trésor, with a young population with new expectations of the quality of life at work, undertook to duly communicate its HR values proposal: need for a sense of purpose and meaning at work, need for time for personal projects, growing perception of the workplace as a living space, desire for flexibility and autonomy, and growing importance placed on the CSR policy. The DG Trésor's strength lies in the capabilities and commitment of all those who work here. Our staff's shared values determine the conduct and actions expected of each and every one, individually and collectively, in our work for the government and the public at large.

A sample of 22 members of staff working for the central administration and the international network discussed the issue in-house and chose these values: **an open mind, loyalty, commitment and team spirit**. They then clearly defined what these shared commitments meant in practice and formalised them in a charter. The chosen methodology also consisted of applying these values to principles for action at work and describing the associated virtuous behaviour. The constructive discussions identified areas for progress to wholly embrace these values and tie them in with managerial drivers.

The Treasury's values are presented in innovative visual formats to make it easier for staff to take them on board. These values also encourage staff to become active contributors to the Directorate's communication and outreach policy. This co-construction approach helps raise the profile of our employer brand.



For more information watch the video:  
<https://youtu.be/eidL8JBLqKk>

For more information  
[www.fonction-publique.gouv.fr](http://www.fonction-publique.gouv.fr)



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