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Organisational and Personal Values: how leaders put values in action

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Outline

- Importance of common values
- Concept of Human Resource Management/Development
- Organisation responsibility
- Perception of leaders
- Strategies for implementation

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Organizations have to have values. But so do people. To be effective in an organization, one's own values must be compatible with the organization's values. They do not need to be the same. But they must be close enough so that they can coexist

(Drucker, 1999)

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Human Resource Management

- Achieve competitive advantage through
 - strategic deployment of a
 - highly committed and
 - capable workforce....
- Where employees/volunteers are seen as
 - an asset to be developed and not
 - as a cost to be managed

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Human Resource Development

- Three components
 - Individual, career, organisation
- Corporate social responsibility (CSR) provides focus for implementation
 - Enables goal congruence in terms of organisation structure, culture, process and strategies
 - Leads to self renewing capacity

(Sukserm & Takahashi, 2010)

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Organisational responsibility

- Responsibility to act in accordance with law
- Argued that also have responsibility to act in ethical way
- Credit Union mission has focus on community as well as financial goals
- Credit Unions thus have a responsibility to conduct business in way that contributes to quality of life, society and environment

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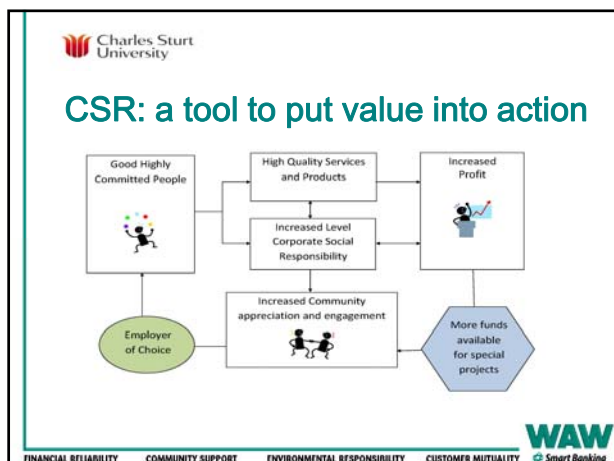
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Perceptions of leaders

- Focus on economic values
 - Perceived as autocratic leaders
- Focus on range stakeholder values
 - Perceived as visionary leader
- Visionary leaders relates positively to employees engaging extra effort leading to increase organisation performance

(Sully de Luque et al., 2008)

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Strategies

- Know you and your organisational values
- Teach your values and show through example
- Remove obstacles to implement
- Reward & recognise
- Require accountability

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Conclusion

- Emphasis on broader stakeholder values can increase profitability, enable sustainability and is associated with visionary leadership
- CSR provides systematic process to integrate organisation and personal values

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