

Charles Sturt University

Organisational and Personal Values: how leaders put values in action

Dr Dianne McGrath
Charles Sturt University, Australia

WAW
FINANCIAL RELIABILITY COMMUNITY SUPPORT ENVIRONMENTAL RESPONSIBILITY CUSTOMER MUTUALITY Smart Banking

Charles Sturt University

Outline

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

WAW
FINANCIAL RELIABILITY COMMUNITY SUPPORT ENVIRONMENTAL RESPONSIBILITY CUSTOMER MUTUALITY Smart Banking

Charles Sturt University

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)

WAW
FINANCIAL RELIABILITY COMMUNITY SUPPORT ENVIRONMENTAL RESPONSIBILITY CUSTOMER MUTUALITY Smart Banking

Charles Sturt University

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

WAW
FINANCIAL RELIABILITY COMMUNITY SUPPORT ENVIRONMENTAL RESPONSIBILITY CUSTOMER MUTUALITY Smart Banking

Charles Sturt University

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)

WAW
FINANCIAL RELIABILITY COMMUNITY SUPPORT ENVIRONMENTAL RESPONSIBILITY CUSTOMER MUTUALITY Smart Banking

Charles Sturt University

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

WAW
FINANCIAL RELIABILITY COMMUNITY SUPPORT ENVIRONMENTAL RESPONSIBILITY CUSTOMER MUTUALITY Smart Banking

Charles Sturt University

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)

WAW
FINANCIAL RELIABILITY COMMUNITY SUPPORT ENVIRONMENTAL RESPONSIBILITY CUSTOMER MUTUALITY Smart Banking

Charles Sturt University

Organisational Policy

Members
Employees
Volunteers
Local Community
Suppliers
Customers
Government
Other community

Implementation through leadership

HRD:
•Flexible & Uncomplicated
•Communicated
•Accessible

WAW
FINANCIAL RELIABILITY COMMUNITY SUPPORT ENVIRONMENTAL RESPONSIBILITY CUSTOMER MUTUALITY Smart Banking

Charles Sturt University

CSR: a tool to put value into action

```

    graph LR
      A[Good Highly Committed People] --> B[High Quality Services and Products]
      A --> C[Increased Level Corporate Social Responsibility]
      B --> D[Increased Profit]
      C --> D
      C --> E[Increased Community appreciation and engagement]
      E --> F[More funds available for special projects]
      G[Employer of Choice] --> A
      H[More funds available for special projects] --> F
    
```

WAW
FINANCIAL RELIABILITY COMMUNITY SUPPORT ENVIRONMENTAL RESPONSIBILITY CUSTOMER MUTUALITY Smart Banking

Charles Sturt University

Strategies

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

WAW
FINANCIAL RELIABILITY COMMUNITY SUPPORT ENVIRONMENTAL RESPONSIBILITY CUSTOMER MUTUALITY Smart Banking

Charles Sturt University

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

WAW
FINANCIAL RELIABILITY COMMUNITY SUPPORT ENVIRONMENTAL RESPONSIBILITY CUSTOMER MUTUALITY Smart Banking