

**Implementing Harris Core Values in Harris Culture: Is each core value exhibited at each level?** David W. Gill [www.ethixbiz.com](http://www.ethixbiz.com)

<p><b>Culture (4 levels):</b> →</p> <p><b>Core Values</b> ↓</p>	<p><b>Physical</b> <i>Buildings, office layout, computer and office equipment, software, transportation fleet, etc.</i></p>	<p><b>Organizational</b> <i>Systems, policies, procedures (compensation, promotion, communication, meeting, etc.)</i></p>	<p><b>Personnel</b> <i>Skills, abilities, experience, character, etc.</i></p>	<p><b>Informal</b> <i>Ritual, celebration, folklore, style, atmosphere</i></p>
<p><b>Integrity:</b> <i>Doing the right thing</i> We are about honesty, fairness, and responsibility, about consistently living out our values and principles with uncompromising integrity and ethics.</p>				
<p><b>Quality:</b> <i>Doing things right</i> We have a passion for excellence and high standards, for industry-leading innovation, expertise, and effective performance.</p>				
<p><b>Reliability:</b> <i>You can count on us</i> We do what we say---and we stand behind what we do---with accountability, responsiveness, and follow-through, from project start to project finish.</p>				
<p><b>Respect:</b> <i>Everyone is important</i> We value and respect every member of our team---whatever their role---and each of our clients, business partners, and communities.</p>				
<p><b>Teamwork:</b> <i>Working better together</i> We team with each other and our clients to meet challenges and then share the success. It's about collaboration, approachability, good listening, and sharing ideas.</p>				
<p><b>Fun:</b> <i>More than just a job</i> We enjoy our work and our fellow workers, experiencing personal freedom, creativity, and growth in a "family" atmosphere of mutual support and celebration.</p>				

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<p><b>Integrity:</b> <i>Doing the right thing</i> We are about honesty, fairness, and responsibility, about consistently living out our values and principles with uncompromising integrity and ethics.</p>	<p>Purchased/licensed fairly, honestly; good environmental, social impacts</p>	<p>Systems, policies are fair, transparent ; reward honesty and integrity; hiring, promotion, compensation, &amp; evaluation fair; Guidelines for relations with clients as well as internally</p>	<p>Hire for character &amp; integrity; promote/reward people with integrity; sanction/discipline misconduct; leaders demonstrate; tone at top</p>	<p>Celebrate, tell stories of high integrity; act with integrity during social events, retreats</p>
<p><b>Quality:</b> <i>Doing things right</i> We have a passion for excellence and high standards, for industry-leading innovation, expertise, and effective performance.</p>	<p>Within responsible fiscal constraints ensure quality physical infrastructure in all aspects of Harris --- and in project sites we manage</p>	<p>No sloppy processes or record keeping, disorganized, time wasting; operate professionally; set high standards; continuing education &amp; training programs</p>	<p>Hire, promote, reward people obsessed with excellence and quality; don't tolerate mediocrity</p>	<p>Celebrate quality achievements; ensure that celebrations and rituals themselves demonstrate quality</p>
<p><b>Reliability:</b> <i>You can count on us</i> We do what we say---and we stand behind what we do---with accountability, responsiveness, and follow-through, from project start to project finish.</p>	<p>Exemplary maintenance of Harris plant and equipment ; care for Harris property</p>	<p>Contracts and agreements are fulfilled; policies applied even-handedly and predictably; promises are kept</p>	<p>Hire on evidence of reliability; reward and praise reliability</p>	<p>Celebrate reliability; keep celebrations, rituals, and atmosphere safe and reliable.</p>
<p><b>Respect:</b> <i>Everyone is important</i> We value and respect every member of our team--- whatever their role---and each of our clients, business partners, and communities.</p>	<p>Office layout, décor, equipment should follow and be contingent on function, need, qualification; each person gets physical infrastructure needed.</p>	<p>Systems and policies should be fair; shared suffering and shared success even if proportional</p>	<p>Hire for respectful character and habits; zero toleration for harassment, disrespect.</p>	<p>Greet one another by name with respect; listen to and care for all colleagues in all positions; celebrate all jobs well done</p>
<p><b>Teamwork:</b> <i>Working better together</i> We team with each other and our clients to meet challenges and then share the success. It's about collaboration, approachability, good listening, and sharing ideas.</p>	<p>Office set up, communication equipment and software designed to facilitate teamwork and collaboration</p>	<p>Reward team accomplishments, not just individual stars;</p>	<p>Hire and reward team players, not just hard care individualists</p>	<p>Schedule team-building events, rituals, celebrations</p>
<p><b>Fun:</b> <i>More than just a job</i> We enjoy our work and our fellow workers, experiencing personal freedom, creativity, and growth in a "family" atmosphere of mutual support and celebration.</p>	<p>Create warm, positive work environment congenial to good relationships</p>	<p>Do not kill off spontaneity, fun, and joy with bureaucracy, grim policies and systems</p>	<p>Hire positive, warm, collegial people; avoid killjoys and recluses; avoid irresponsible party animals</p>	<p>Schedule and budget for fun events, create family; draw in significant others as appropriate;</p>