

# Maintaining Your Values in a Changing World

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*What happens when  
organizational pivots impact  
your organizational values?*

# Objectives

1. Understand the tension between external pressures and internal values.
2. Evaluate how to evolve your values without compromising them.
3. Learn tools to navigate challenging changes in a principled way.



# Opening Reflection

**Think about a moment when your organization stood by its values.**

*What sticks out to you about that moment?*



# Examining Pressures

# Understanding the Landscape

## External factors

- The world is constantly evolving.
- Pressures shift and new ones emerge.
- The needs of clients are varied and changing.

## Internal Factors

- We continuously learn and improve the ways we work.
- Resources change—people, tools, priorities, and budget.
- The people who make up your team change.

# Unpacking Real Pressures



New Legislation  
and Executive  
Orders

Public and  
Federal  
Pushback on  
DEI

Budget  
Changes or  
Cuts

Compliance  
Risks

Organizational  
Identity in  
Transition



# Breaking Down Values

# Impact of Organizational Values

1. Clarifies Priorities
2. Guides Decision-Making
3. Links to Desired Behaviors



# Essence of Organizational Values

- People-first
- Mission-based
- Excellence-focused
- Growth-oriented



# Reflecting on Your Organization's Values

**Thinking about your own organization's values, which one do you feel is the most at risk or at odds with the way your organization operates? Why?**

## Values Conundrum – Example 1

*An organization that champions empathy and transparency is preparing to let go of a leader who has repeatedly disregarded feedback.*

*They must choose between giving one more heads-up, risking further harm, or acting swiftly to protect team trust and culture.*

### **Values tensions:**

- Growth vs. Transparency
- Empathy vs. Organizational Risk

## Values Conundrum – Example 2

*An organization rooted in integrity and accountability is facing a high-stakes leadership transition.*

*Delaying the exit to soften the impact on workload and the individual contradicts their value of holding people accountable and could erode employee confidence in leadership.*

### **Values tensions:**

- Accountability vs. Continuity
- Loyalty vs. Long-term trust

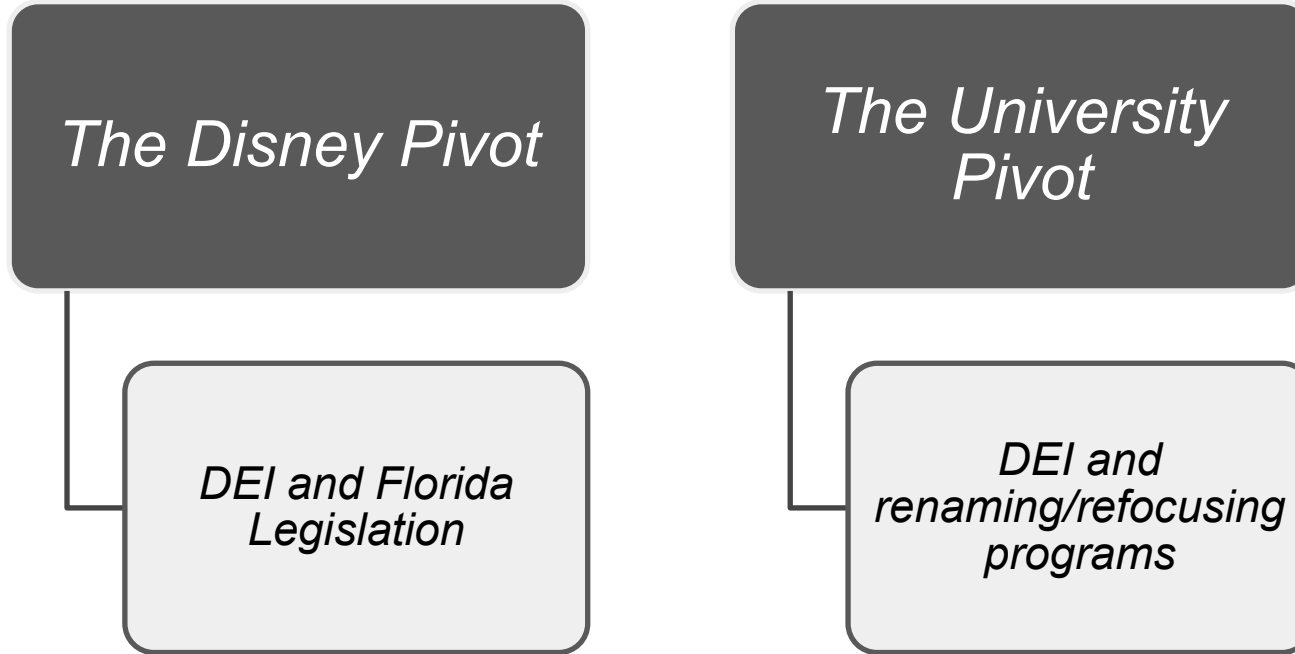


# Leading through Change

# Organizational Strategies

1. **Reframe** without retreat
2. **Preserve** essential priorities and goals
3. **Embed** instead of isolate
4. **Be transparent** and consistent
5. **Focus on outcomes** over optics

# Unpacking Values Pivots



# Leadership Strategies

1. Ethical and Compassionate Leadership
2. Transparent Communication
3. Generate Involvement



# Show Your Commitment to Values through Action

Consistent, visible actions are key

Words matter, silence creates space for assumptions

Share outcomes and progress

Ground stories in reality

Demonstrate commitment under pressure

# Developing a Plan

1. Identify one current or upcoming challenge that may put your values at risk.
2. What are 1-2 next steps you can take to preserve the essence of your values while tackling the challenge.

# Closing Reflection

1. Shared values provide stability through ongoing change and new pressures.
2. Evolving our values is natural as our organizations, people, and realities shift.
3. Employing change management best practices can help you effectively pivot when your foundation feels threatened.

***What is one thing from this session that you are looking forward to applying?***



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