



**TRADECRAFT**  
WORDS/DESIGN/IMAGES

**GRAY BOOK**

*Core Values*

CORE VALUES ARE THE ESSENTIAL AND ENDURING TENETS FOR ANY ORGANIZATION. IDENTIFYING THIS CRUCIAL BRAND COMPONENT IS A MUST FOR SUCCESS. ONCE ISOLATED, AN ORGANIZATION CAN GROW WITH THESE CORE VALUES.

For people, values are a small set of timeless guiding principles that require no external justification—a compass for how we behave in the world. This is no different for organizations. Core Values are this framework to operate with consistency.

**LEADERSHIP** THE COURAGE TO SHAPE A BETTER FUTURE

**COLLABORATION** LEVERAGE COLLECTIVE GENIUS

**INTEGRITY** BE REAL

**ACCOUNTABILITY** IF IT IS TO BE, IT'S UP TO ME

**PASSION** COMMITTED IN HEART AND MIND

**QUALITY** WHAT WE DO, WE DO WELL

**DIVERSITY** AS INCLUSIVE AS OUR BRANDS

## EXAMPLES

### APPLE

WE BELIEVE THAT WE'RE ON THE FACE OF THE EARTH TO MAKE GREAT PRODUCTS.

WE BELIEVE IN THE SIMPLE, NOT THE COMPLEX.

WE BELIEVE THAT WE NEED TO OWN AND CONTROL THE PRIMARY TECHNOLOGIES BEHIND THE PRODUCTS WE MAKE.

WE PARTICIPATE ONLY IN MARKETS WHERE WE CAN MAKE A SIGNIFICANT CONTRIBUTION.

WE BELIEVE IN SAYING NO TO THOUSANDS OF PROJECTS SO THAT WE CAN REALLY FOCUS ON THE FEW THAT ARE TRULY IMPORTANT AND MEANINGFUL TO US.

WE BELIEVE IN DEEP COLLABORATION AND CROSS-POLLINATION OF OUR GROUPS, WHICH ALLOW US TO INNOVATE IN A WAY THAT OTHERS CANNOT.

WE DON'T SETTLE FOR ANYTHING LESS THAN EXCELLENCE IN EVERY GROUP IN THE COMPANY, AND WE HAVE THE SELF-HONESTY TO ADMIT WHEN WE'RE WRONG AND THE COURAGE TO CHANGE.

**DISNEY**

**NO CYNICISM**  
**NURTURING AND PROMULGATION OF "WHOLESOME AMERICAN VALUES"**  
**CREATIVITY, DREAMS AND IMAGINATION**  
**FANATIC ATTENTION TO CONSISTENCY AND DETAIL**  
**PRESERVATIONS AND CONTROL OF THE DISNEY MAGIC**

**KINKO'S**

**ALIGNMENT AND ACCOUNTABILITY**  
**CUSTOMER SERVICE EXCELLENCE**  
**TEAMWORK**  
**BALANCE**  
**COMMUNITY AND ENVIRONMENT**  
**INTEGRITY**  
**PASSION FOR RESULTS**  
**RESPECT**  
**OPEN COMMUNICATION**

**WINDSOR, CANADA (THE CITY OF)**

**WINDSOR, CANADA'S SOUTHERNMOST CITY AND INTERNATIONAL GATEWAY, IS A DIVERSE COMMUNITY OF SAFE CARING NEIGHBORHOODS, WITH A VIBRANT ECONOMY AND A HEALTHY SUSTAINABLE ENVIRONMENT.**

**ZAPPOS**

**DELIVER WOW THROUGH SERVICE**  
**EMBRACE AND DRIVE CHALLENGE**  
**CREATE FUN AND A LITTLE WEIRDNESS**  
**BE ADVENTUROUS, CREATIVE AND OPEN-MINDED**  
**PURSUE GROWTH AND LEARNING**  
**BUILD OPEN AND HONEST RELATIONSHIPS WITH COMMUNICATION**  
**BUILD A POSITIVE TEAM AND FAMILY SPIRIT**  
**DO MORE WITH LESS**  
**BE PASSIONATE AND DETERMINED**  
**BE HUMBLE**

**01. WRITE A VALUE DOWN HERE****VET THIS VALUE AGAINST THESE SEVEN QUESTIONS**

1. WOULD YOU BUILD A NEW ORGANIZATION AROUND THIS?	YES	NO
2. WOULD YOU WANT YOUR ORGANIZATION TO STAND FOR THIS IN 100 YEARS?	YES	NO
3. IF IT BECAME A COMPETITIVE DISADVANTAGE WOULD YOU CONTINUE TO UPHOLD THIS?	YES	NO
4. SHOULD THOSE WHO DO NOT SHARE THIS VALUE BELONG IN YOUR ORGANIZATION?	YES	NO
5. IF YOU WERE NOT REWARDED, WOULD YOU CONTINUE TO HOLD THIS?	YES	NO
6. WOULD YOU CHANGE JOBS BEFORE GIVING UP THIS?	YES	NO
7. HAD YOU MORE THAN ENOUGH MONEY TO RETIRE, WOULD YOU CONTINUE USING THIS?	YES	NO

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If you find that some values that didn't answer 'Yes' to at least five questions, then you may consider searching further to find a value that holds stronger to your organization. The ideal is in creating a list of values that answer 'Yes' to all seven questions. If these values serve the organization instinctively and eternally, they are a true value.

This is not easy work, you may find yourself struggling, but don't worry use some radially accessible assets. First, refer back to the examples listed in the beginning of this document, they show how clear values align with the organization. Re-reading them will certainly inspire your cause. Also, this is an organization wide matter, so work with your team at all levels to develop, and vet these Core Values. The breadth of vision a team can provide is a great value in its own right.

**OK, GATHER YOUR CORE VALUES ON THE NEXT PAGE**



**LIST YOUR ORGANIZATION'S CORE VALUES**

**WITH DEVELOPMENT COMPLETED, PUT YOUR CORE VALUES THROUGH THEIR PACES BY USING THESE GUIDELINES. YOU MAY FIND IT NECESSARY TO MODIFY A VALUE ONCE IN PRACTICE. THAT'S OK, THESE ARE MEANT FOR THE LONG HAUL AND THINGS LIKE THAT MAY NEED MAINTENANCE. REMEMBER, THE GOAL IS TO HAVE GUIDING PRINCIPLES FOR YOUR ORGANIZATION.**

**KEEP THEM SHORT AND SWEET** *think ten commandment*

**WATCH THAT COUNT TOTAL** *don't think ten commandments*

**MAKE THEM MEMORABLE** *can your team repeat them?*

**PUT THEM TO ACTION** *can your team describe how the values guide their actions?*

**MIND THE PLATITUDES** *how are they unique to your company beliefs?*

**BE PASSIONATE ABOUT THEM** *make them a part of your daily culture*

**THE DREAM TEAM** *do they attract the best talent to your organization?*

**RAISE THE NEW BAR** *use them to set employee goals or measure their performance*

**MAKE THEM A PART OF YOUR SALES OR MARKETING GOALS** *integrate them into the way you do business*

**ALIGN THEM WITH YOUR CUSTOMERS' EXPERIENCES** *you may want to put your customer first, but do you?*

CONGRATULATIONS ON COMPLETING THIS BRAND FACTOR!