Chapter 3d – how are you getting there?

Values may seem a little old school, from a time when inspirational posters emblazoned with the words integrity, compassion, etc., hung around offices, designed to motivate and drive action. The only catch was that managers and staff were doing nothing like what was posted on the walls. In fact, they often did the exact opposite.

It's no wonder that some of us think values are just marketing-speak, or even a waste of time. After all, the words only matter when they're backed by action.

Comment [J1]: I felt like you needed to touch on the reason why many people can think values are just fluff.

So are values still relevant in the 21st century?

Yes. Values are more important now than they have ever been before.

Values enable our customers and fans to connect with us. Values help them get to know us. When we are true to our values, we naturally draw in others who share those values.

Comment [J2]: Added because you go straight onto the benefits and importance of social media without touching on why values are important.

And, with the growth of social media over the last decade, there has never been a better time to share those values with the world. Through Facebook, Twitter and YouTube we can announce news quickly and get it out to our fans, way before our next newsletter. These mediums give us an opportunity to fully express who we are.

The issue is that so many celebrities and brands claim to follow certain values, and then act in a way that completely contradicts them. And in this world of instant communication, their downfalls can be just as instantaneous.

Comment [J3]: I felt you needed something to help link the general social media content with the risk of being inauthentic.

People can see and smell (don't your devices have smell vision?) someone who isn't genuine. They know when you're faking it. Your fans want to get to know *you*, and hear you speak about what you believe in *your* voice. When they see you perform live, they expect to see a reflection of what they have been reading and listening to all this time. But so often they get the opportunity to see someone they admire live, and that connection is shattered. In real life the person seems completely different, and this leaves them feeling betrayed.

How can I be authentic?

To be authentic you need to know exactly what your values are. Once you have clear values, these will guide every aspect of your business, from training people on how they should be representing your brand (including on social media), to the other artists you collaborate with, the producers you hire, and the managers you work with.

But I'm hiring people for their skills, not their values. As long as they can get the job done, does it really matter if we share the same values?

Brilliant question. While it's true that you should be hiring people who can fill your skill gaps, it's even more important that their values are aligned with yours. Years of experience have taught me that an overall values match, even between people with opposite skill sets, is the foundation of a great relationship and amazing results. If you have a great values match, they already know what is important to you and your brand. It reduces the need to correct or check up on things, because you can be confident that they know how to reflect you and your music. Sharing values helps you spread the load effectively, and also means that your fans get a consistent and authentic experience.

Some insanely successful organisations work very hard on creating a complete and definite values base. Ask Jim Collins, the author of *Good to Great* (credit), who found that the most successful organisations over time were the ones with clear values. Their values are more than posters on the walls – they are an integral business tool, used for hiring, managing the organisation, making decisions about strategy and process, and also for rewarding and firing. They are embedded into an organisation's DNA – they are part of the fabric.

Check out Zappos as an excellent example of this in action. (put links in)

So how do I figure out my values?

The easiest way to get clear on your core values is by following a three-step process:

1. **Values storm**
   Scribble down a long list of values. You can brainstorm, do a mind map, or Google 'values list' online. Gather as many values as you can find, then circle the ones that resonate with you.

2. **Reduce the list**
   Look over the list of values that you have chosen. First, pick out the ones that are similar, and choose the word that resonates with you the most. Once you get to a manageable list, say 10, you are ready for the next step.

3. **Test them out**
   Values are true core values when you would not, could not, break them. You would prefer to lose a gig, fire someone, or get into a fight than break them. I know it sounds dramatic, but the values you feel that strongly about will keep you focused and clear. Look at your list of values, imagine breaking them, and see how you feel. The ones where it doesn't feel like that big a deal aren't your core values. The ones which bring up a reaction – anger, anxiety, fear, shaking, queasiness – these are your core values.

The ideal number of values is between 4 and 8. Zappos has 10, and that works for them. You and your team want to be able to remember them very easily, without prompting, so make them clear and distinct.

Comment [J4]: This doesn't really fit with the content above - you haven't mentioned skills before, and it isn't clear how skills and values are related.
I'd either:
1. Remove this and the following paragraph entirely and rework the following text so everything flows smoothly, or
2. Ask a different question to lead into this discussion (this is what I've done).

Comment [J5]: I think you need to explain why Zappos is a great example of this, rather than just linking your readers to their website.
Ideally, the only time you want to send readers away from your book is to go to your website, where they can sign up to your newsletter. If you're giving an example or covering some information that can fit in a few paragraphs, include it in the book.

What to include:
- Zappos's mission/values (to provide the best customer service possible. Internally, we call this our WOW philosophy)
- A couple of examples in how this comes through – it could be their emails, their social media posts, the way their website is set up, etc.
- What the benefits of these clear values have been – in Zappos's case, they've experienced rapid growth

Comment [J6]: I feel like there should be more to this step - someone who writes down a really long list (i.e. a hundred values) may not get down to 10 by simply crossing out the duplicates. What are some other ways you recommend they narrow the list?

Comment [J7]: I think this is a bit extreme, which makes it unrelatable. I've recommended some alternatives in the sentence.

Comment [J8]: Consider removing if you include this once you've expanded the Zappos example above.

If you are doing this as **band**, I would suggest that you do the following:

1. Values storm and reduce your lists individually.
2. Share your values and look for direct overlaps, where members have selected the exact same value. Automatically put these on the shortlist.
3. Agree on the full shortlist of values – of the remaining values, everyone can choose their top five (obviously less if you have less) and put those on the shortlist.
4. Combine any similar values, making sure everyone gets the chance to express their view. These are all of your values – everyone needs to be heard.
5. Create the final shortlist.
6. Test them – are these values you will not break? What changes do you need to make to your lives or business to ensure you don't break them going forward?

You should have a shortlist of values for key decisions, your working environment and relationships, and how you interact with fans on stage and via social media. Now it's time to get your whole team across them!

Maybe cover how to use the values in your business – in the keeping on track or business stuff more creatively.

> **JACQUI COMMENT:** As far as the *benefits* of using values in business go, I think this has already been covered.
>
> As far as the *mechanics* go (how to integrate them), this would be a good place to cover it. Think about:
>
> - How they can change things that currently aren't in alignment with their values (i.e. do they need to get a new producer, new team members, etc., or do they need to do more training?)
> - How can they incorporate these values into their decision making going forward? When I used to work in branding and communications I had a list of questions I told my clients to ask before they created any content, which included things like 'is this my brand's personality?', 'Is this my message?', 'Does this sound like me?' and 'How will it leave my audience feeling?'. Perhaps you could come up with a similar values checklist.
> - How can they incorporate these values into other business activities (particularly marketing and communication) going forward? You could use a similar (even the same) check list, if it works.

Comment [J9]: You might want to cover what happens when people break their values. I know that you said people will not and cannot break their core values, but there are plenty of people who do on a daily basis (usually for a pay cheque). Often they numb themselves to it, simply because they have been living out of alignment for so long (I'm speaking as an artist who used to feel imprisoned in the corporate world). Personally, it was only after acknowledging my values and deciding that enough was enough that I stopped betraying myself by breaking them.

Potential points to cover:
- What it looks/feels like when you're not in alignment with your values
- How to figure out your core values (can simply refer to the previous exercise again)
- How to get into alignment – e.g. reviewing their life to figure out what's not a match, how they can transition from one situation to another, etc.

Maybe I should create a values list on my website and link back into the book or possibly ask results to be able to use theirs

Comment [J10]: Great idea - it's a good way to get people onto your site, and it means it's easier for them to get started on the exercise, which means they're more likely to do it.

Action steps

1. Follow the three-step process (or six steps, if you're in a band) to figure out your values. Capture your top 4-8 values that you will use to drive your decisions going forward.
2. Record your values in your central place.