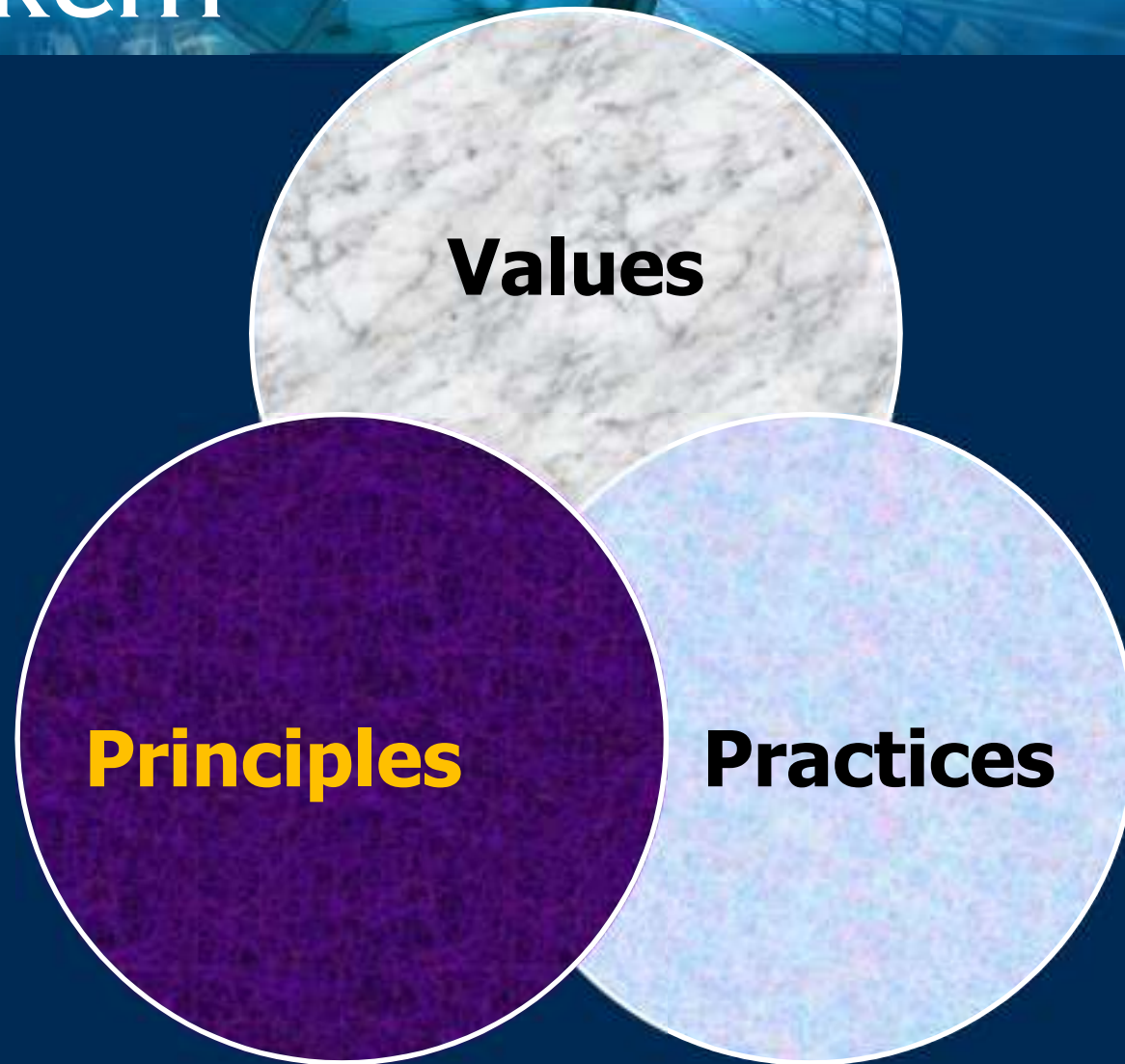




# VALUES PRINCIPLES PRACTICES

***MATURING BEYOND "NAMES" AND  
GETTING TO WHAT WORKS.***

# VALUES, PRINCIPLES, PRACTICES, A HIERARCHY



Characteristics of things to which we can place attributes of priority or worth.  
E.g., *We value life, freedom and justice over fear, oppression, and cruelty.*

## VALUES

# VALUES: IMPROVEMENT



# VALUES: IMPROVEMENTS





SERVICE

# VALUE: NOT IMPROVEMENT



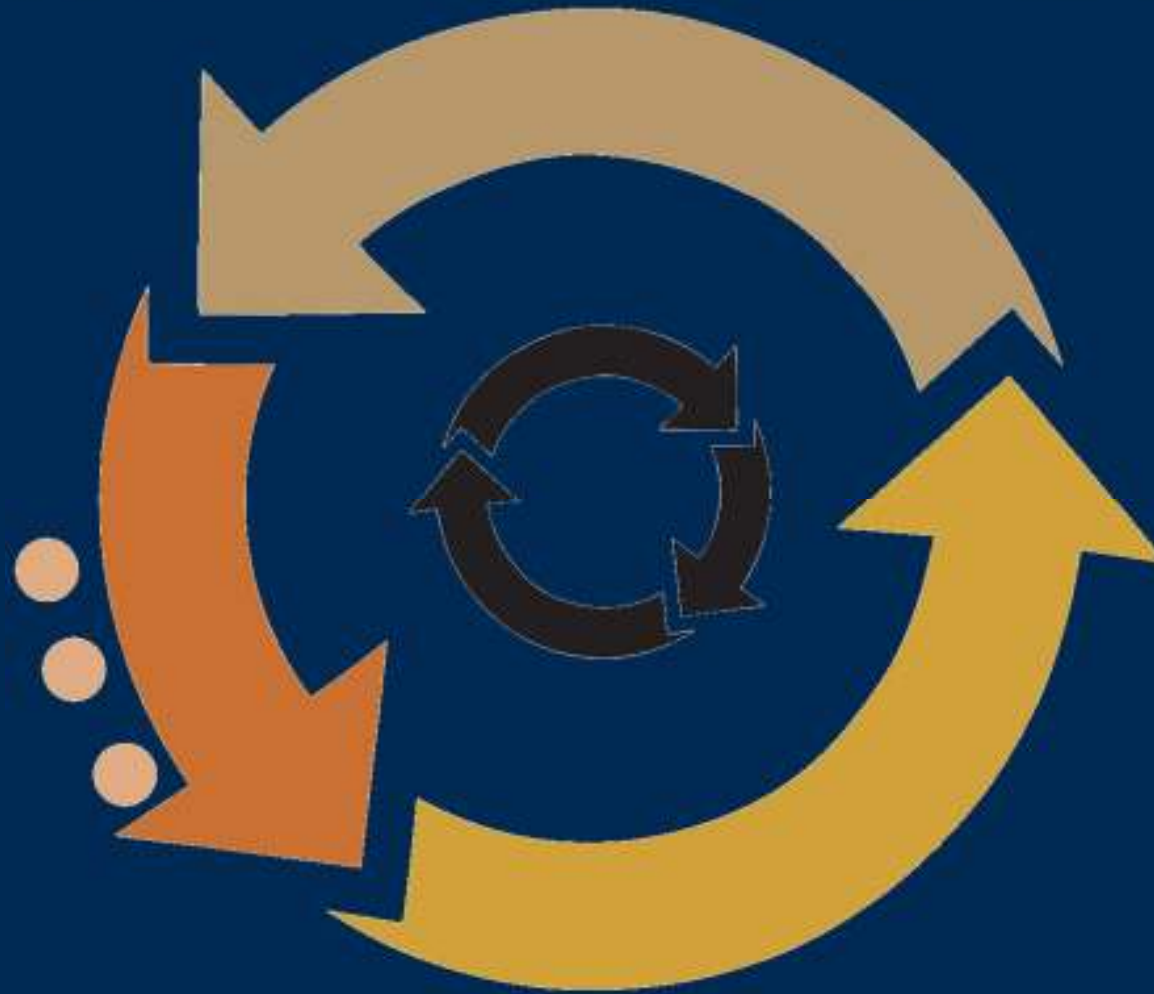
Thoughts/behaviors that guide us when applying our values.

*E.g., In principle, we want people to be free to make choices about how they live their lives.*

*We want people's rights protected. And, we want people do pursue the way to live that suits them best.*

## PRINCIPLES

# PRINCIPLES: IMPROVEMENT





# PRINCIPLES: IMPROVEMENT





# PRINCIPLES: NOT IMPROVEMENT

Day-to-day activities that carry out principles that reflect the values.

*E.g., We have laws to protect us in the event that someone wants to prevent us from expressing ourselves, but we also have laws to stop us from expressing ourselves in ways that harm others.*

## PRACTICES

# PRACTICES: IMPROVEMENT

A vintage telescope with a leather-wrapped handle and brass body, resting on an old map of Virginia. A pair of glasses is visible in the background.

# PRACTICES: IMPROVEMENT



# PRACTICES: NOT IMPROVEMENT



# WHAT'S THE POINT?

It takes many practices to  
embody even a single  
principle...

And

Many principles to fully  
characterize a simple value....

# WHAT'S THE POINT?

Practices are the easiest to:

See

Teach

Copy

Audit



# WHAT'S THE POINT?

Practices are a very narrow instantiation of a principle or value.

# WHAT'S THE POINT?

Practices mask (hide) the true principles and values they come from.

# WHAT'S THE POINT?

Practices are an *incomplete*  
picture.

# WHAT'S THE POINT?

ISO 9000, CMMI, ITIL,  
ISO 20000, FDA, MDD, Agile,  
DFSS, etc.

**Are merely practices!**

# WHAT'S THE POINT?

Focusing on the practices misses  
out on the principles and  
values!



# MANIFESTO FOR PERFORMANCE IMPROVEMENT

We value improvement *over* compliance.

We value understanding *over* audits.

We value learning *over* habit.

We value lean *over* artifacts.

We value autonomy *over* authority.

# PERFORMANCE IMPROVEMENT

Practices alone have FAILED.

# PERFORMANCE IMPROVEMENT

Starts with culture towards these  
improvement values.



# PERFORMANCE IMPROVEMENT

Values and Principles must be known to and by everyone.

# PERFORMANCE IMPROVEMENT

Autonomy.

Communication.

Learning.

DO "sweat the small stuff".

Characteristics of things to which we can place attributes of priority or worth.

*E.g., We value improvement over compliance.*

**VALUES**

Thoughts/behaviors that guide us when applying our values.

*E.g., In principle, work should be done the best way possible and people should be free to experiment to find what is that best way and they should then be free to change their minds.*

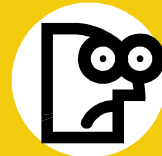
## PRINCIPLES

**Day-to-day activities that carry out principles that reflect the values.**

***E.g., We identify our work flow so that everyone knows their job and knows what to expect from everyone they interact with. We don't let "small stuff" become "big stuff" and we communicate to each other what works and how we fix what doesn't. And, our leaders let this happen because they know that this is what keeps us ahead of everyone else.***

# PRACTICES

# DISCUSSION?



**It's QUESTION TIME !!**





**DON'T FORGET TO WRITE!**

**Hillel Glazer**

**Principal & CEO**

**hillel@entinex.com**

**1-877-ENTINEX**

**www.entinex.com | www.cmmifaq.info | www.agilecmmi.com**

*Powerful results for  
high performance operations.<sup>(TM)</sup>*