Leading Culture
Values & Anti-Values

Organizations that are clear on their values are equally clear on what they don’t value. As a leader, you create culture by what you model, coach and reward.

Below is a self-reflection exercise for you to clarify what you value and therefore, won’t tolerate as a leader. If you are ready to have everyone on your team be responsible for leading culture and holding each other, including yourself, accountable to Ohio State’s Shared Values, do this exercise together. This is especially impactful if you are a leader of leaders.

Quick Tip: Know the anti-values to clarify the values.

Ohio State’s Shared Values

- Excellence and Impact: Demonstrating leadership in pursuit of our vision and mission
- Diversity and Innovation: Welcoming differences and making connections among people and ideas
- Inclusion and Equity: Upholding equal rights and advancing institutional fairness
- Care and Compassion: Attending to the well-being of individuals and communities
- Integrity and Respect: Acting responsibly and being accountable

Reflect on the below statement and questions to solidify how you, as a leader, will model, coach, and reward this value pair. Repeat for each value pair.

If I believe in Excellence and Impact, then as a leader

What can I not tolerate?

How do I want to behave?
For more on this topic, check out these resources:

Patrick Lencioni Core Values VS Permission to Play Values
In this brief video, Patrick Lencioni gives examples of “antiv-values.” Watch to the end to hear him list behaviors (“anti-values”) that he calls “permission-to-play” values. About 2 minutes.

Fostering Excellence: Creating a Learning Culture
This video offers a plan for creating a learning culture (~3 minutes). Part of a longer course on fostering excellence. Exercise files has a list of resources for upskilling and reskilling your team. (Full course is 1 hour).

MindTools: Our Team Values
A 25-minute exercise for a team to decide together how they want to develop a supportive team culture. About a 4-minute read.

Brene and Barrett on Living Into Our Values
This podcast with Brene Brown and Barrett Guillen is focused on behaviors that support our values, and the behaviors that don’t. About 48 minutes. Scroll down on the link for a pdf on “Living Into Our Values.”