

Core Values Quiz

Please answer the following 20 questions on your own.

This is not a test - it is simply a way to help you to think about what we do to impact the culture and values in our organisations and how it happens more broadly across your organisation.

In some options, none of the answers will match what you do, so please try and estimate the "best fit".

Be honest with yourself - are you really a "5" for that question? Will your colleagues agree? Can you justify your answer?

As you go through the quiz, it would be helpful if you could jot down ideas that you might want to consider - they may not be the model answers, but it may prompt you to think about alternative ways of doing things. It would be useful to do this exercise ahead of the People session on 9th February

DEFINING YOUR CULTURE

1. Our company purpose:

1. Is not really defined explicitly
2. Would be known by some people but not widely shared
3. Might be familiar to most managers but not all frontline staff
4. Was shared at one point with all staff
5. Is something all staff would know and believe in

2. Our values are:

1. Not defined
2. Defined somewhere but not well known
3. We actually have more than one version of values in place
4. Shared occasionally
5. Well known to everyone who works with us

3. Collectively, our values:

1. Don't matter much as we don't really have any
2. Set out some key behaviours we expect people to comply with
3. Apply mainly to people with leadership responsibilities
4. Define how staff treat each other and how we treat stakeholders
5. Define pretty much who we are and what we want to be known for

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4. Our values are owned by:

1. It's not clear
2. Staff
3. All leaders and managers
4. The CEO
5. CEO and Leadership Team

5. Business priorities versus values

1. Getting the job done always takes priority
2. Values rarely impact operations in any way
3. Supervisor make the call on priorities
4. Leaders would sort out any potential conflicts
5. Values are intrinsic to everything we do

CREATING YOUR CULTURE

6. Inductions

1. We don't really have a set process
2. Our process is on the job with a review a few months in
3. Supervisors induct new starts to the organisation
4. We have an induction process that HR coordinate
5. In our process, the first information new-starts receive is about our culture and values from our CEO

7. Training

1. We don't have any real training on culture on values
2. We did some training when we introduced our values
3. Only new starts get any training
4. Supervisors get some training
5. We have a formal training program with refresher training for all

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8. Communications

1. We don't do much formal comms; we only do it as necessary
2. We have ad-hoc get togethers to talk about the company
3. We do an annual staff survey on culture
4. We mostly share information on business performance - occasionally talking about culture
5. We talk about culture and values in many ways, all the time

9. Performance Incentives

1. We don't really have a formal process for performance management
2. We don't really talk about values as part of performance management
3. Culture and values is discussed but doesn't impact the output of the process
4. Some people have values and culture as part of their objectives
5. Alignment with values is a key part of our performance review approach for everyone

10. Bonuses and Awards

1. We have no formal bonus or award program
2. Only senior managers are eligible for bonuses
3. We only give bonuses based on business performance metrics
4. It is rare but we sometimes give awards for people behaving in the right way
5. We have a specific awards program to recognize and celebrate our culture and values

BUILDING YOUR CULTURE

11. How deeply embedded are values into your company culture?

1. If we are being honest, they aren't really
2. They are relatively superficial
3. They are well known and used by some but not by everyone
4. Most people really buy into the values
5. They are so endemic that you can't miss them

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12. Using stories to reinforce values

1. We don't really do this
2. We have the odd case study we use in bids but nothing recent
3. We have some good examples, but they are not from across the whole business
4. We try and capture great examples of our values being used but it's a bit piecemeal
5. We systematically capture, craft and share values stories every week

13. Using values to help with tricky decisions

1. The CEO makes the call on any big decisions
2. The CEO consults then decides
3. The Leadership Team discuss and decide
4. Values are referred to but alongside commercial considerations
5. The Leadership Team choose the option that is the best fit with our set of core values and explain their reasoning widely

14. Building core values into your key business processes

1. We haven't done much of this
2. We talk about values in one or two processes
3. We are doing more of this but still have some way to go
4. We are not finished but we know how long it will take us
5. You can see clearly how our processes reflect our values

15. Core values and brand values

1. We don't really talk much about our values outside the company
2. We include information on values to key customers when they ask for it
3. Our brand values are separate and different from our core values
4. We know, and can easily explain, how our brand values and core values relate
5. Our core values are the same as our brand values and they are on display externally as an integral part of our marketing

MAINTAINING YOUR CULTURE

16. Visible Role Modelling

1. Some of our leaders are clearly not bought into our agreed culture and values
2. Leaders are too busy running the business to spend too much time with staff
3. Line managers are expected to bring the values to life in their area
4. The CEO and one or two of the leaders are passionate about the values
5. All senior leaders in our team live and breathe the core values - and people see, and comment on this

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17. Consequences of non-compliance

1. Choosing to comply with the company culture and values is optional
2. We are encouraged to live by our values but nothing more
3. Only the most serious infringement would get noticed
4. Values are an important way of defining how we behave
5. Breaching our values carries serious consequences - including getting fired

18. Support from board / shareholders

1. The board and shareholders don't really care about the values
2. They don't mind us talking about values providing it doesn't harm business
3. Our owners have no specific opinion about our culture and values
4. Shareholders are supportive of the CEO and the drive to create a positive culture
5. Culture and values are routinely discussed at board meetings

19. Keeping our values and culture relevant

1. Not sure that we have an agreed process for reviewing our core values
2. The CEO decides when we need to tweak anything
3. We might look at the values after an acquisition but not really apart from that
4. The board asks us to reaffirm our values from time to time
5. We have set criteria, time intervals and a consultation and review process for keeping our core values fresh

20. Cultures in partnerships

1. Our partnerships are generally project or client focused so values don't really come into it
2. We meet regularly with partners to talk about anything to do with our joint work
3. We talk about values somewhat when we establish any new partnerships
4. We have a process for blending our values for any long-term partnerships we enter into
5. We only form partnerships with organisations where we have checked that our cultures are genuinely compatible up front