

**RIGHT:** Core values, displayed by Mark and Ann for a pediatric video.

**BELOW RIGHT:** More than 5,500 employees and clients answered values-related surveys.

**BELOW:** An exercise done at *The BAYADA Way* retreats in 2004 that helped define the company's values.



### "Showing love and having faith"

The rest, one might say, is BAYADA history. In many companies, mission statements and core-values exercises fall flat because they don't connect with the work of front-line employees. There was no danger of that at BAYADA, because Al and Mark wanted the philosophy to be defined by the people "closest to the action"—the ones who do the actual work and live the company's values every day.

Al came aboard as a consultant. From 2002 to 2004, he met regularly with Mark and Baiada family members, nurses, aides, office employees, Directors, and Division Directors. A typical focus group would involve a mix of up to 15 people who met for 90 minutes. Like any good psychologist, Al probed for their true feelings, in this case about their work: What led you to choose the work you do? What does it look like when things are going well in a client's home? How does it feel to you when you're making a difference in

**OUR VALUES**

What should Bayada Nurses stand for? What should be the values by which we operate? Look over the list of values below. Circle any values that "jump out" because of their importance to you. Then write your *top three* values in order of importance, below the list. Feel free to add values if needed.

truth	relationships	excellence
efficiency	wisdom	teamwork
initiative	flexibility	service
power	perspective	profitability
courage	commitment	freedom
competition	compassion	friendship
excitement	learning	influence
creativity	honesty	justice
happiness	originality	quality
honor	prosperity	hard work
innovation	respect	responsiveness
financial growth	fairness	fulfillment
community support	empathy	purposefulness
integrity	spirituality	strength
do the right thing	adventure	success
loyalty	cooperation	stewardship
clarity	faith	support
security	humor	connection
love	collaboration	peace
persistence	dignity	kindness
sincerity	dependability	hope
fun	trust	

1. do the right thing → quality  
 2. empathy → honor → higher purpose  
 3. dignity → respect

1. do the right thing  
 2. honor - higher purpose - code of behavior character