

**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