

# Organizational Values: A Beacon in a Storm of Uncertainty

*Presented by:*

**Sean R. Martin**

Associate Professor of Business Administration  
Darden School of Business, University of Virginia

In times of crisis, the temptation is to glom onto tactile and immediate solutions, but the surest way through a storm is to assure everyone is guided by your credit union's core values. Sean will show you the way.

## KEY TAKEAWAYS

- » Leaders need to remember that they play both a strategic role AND a symbolic role – strategic thinking leads us to grasp for new opportunities, new technologies, identify trends, create policies, put out fires etc. The symbolic aspect leads us to articulate values and act in values-aligned ways. In crisis, and in ambiguous futures, the symbolic element is often forgotten but becomes essential.
- » Policies, new tech, rules and other parts of the strategic role of leaders provide solutions. Symbolic leadership, focus on values, helps people figure out solutions for themselves. It gives them direction for unforeseen challenges.
- » Symbolic aspects of leadership develop commitment, purpose and identity. And those things carry people much farther than any rule, policy, benefit, or monetary incentive.

