**Behavioral Scale for Enacting Values**

This scale codes how employees enact organizational values, ranging from extraordinary enacting (+3) to extraordinary violation (-3), with indifference to values at the center (0). "Extraordinary" indicates actions, both positive and negative, taken despite significant personal/professional cost or risk.

**+3: Extraordinary Enacting of Values**

**Definition:** Values are enacted at the highest level despite significant personal or professional cost or risk. Actions are identity-congruent and inspire others by demonstrating courage and integrity. **Examples:**

* Whistleblowing despite risk of retaliation
* Refusing illegal orders under pressure
* Shutting down profitable operations for safety

**+2: Active Enacting of Values**

**Definition:** Values are deliberately and consistently enacted across contexts. Behavior shows reliable alignment between words and actions, building trust and credibility. **Examples:**

* Always crediting team members for contributions
* Reliably reporting issues or near-misses
* Consistently following procedures even when shortcuts are available

**+1: Compromising Values**

**Definition:** Values are acknowledged and enacted partially, but diluted, negotiated, or selectively applied under situational pressures. Compromise still represents movement in the direction of values, but not fully or consistently. Importantly, compromise is distinct from violation — it signals that values matter, even if enacted incompletely.**Examples:**

* Speaking up only in safe or supportive settings
* Following values when monitored but not otherwise
* Mentoring only high performers while espousing development for all staff

**0: Indifference to Values**

**Definition:** Values are acknowledged but treated with indifference. The stance is apathetic or disengaged — "whatever" or "so what." A "laissez-faire" position where values are not activated or engaged. **Examples:**

* Shrugging off a value statement in a meeting: "Yeah, sure, integrity... whatever."
* Expressing disinterest when asked about teamwork or duty: "I don't really care either way."
* Responding to a request with, "That's not my problem."

**-1: Capitulating Values**

**Definition:** Values are surrendered through inaction, silence, or avoidance. Individuals recognize value demands but fail to act when action is required. **Examples:**

* Witnessing harassment without intervening
* Knowing about violations but staying silent
* Avoiding difficult conversations to preserve comfort

**-2: Active Violation of Values**

**Definition:** Values are knowingly and deliberately violated. Actions contradict espoused values and are often rationalized or justified as necessary. **Examples:**

* Falsifying reports to meet targets
* Taking credit for others' work
* Creating hostile or discriminatory environments while claiming fairness

**-3: Extraordinary Violation of Values**

**Definition:** Values are systematically and strategically undermined. Violations are institutionalized, coordinated, or extreme, representing corruption or betrayal of core ethical principles. **Examples:**

* Building fraudulent reporting systems to hide misconduct
* Institutionalizing discrimination or abuse
* Orchestrating department-wide cover-ups