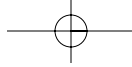


APPENDIX H

WRITING A CREDO¹

- Writing a credo is a way to clarify your values. In the business world, a credo is a statement of the principles that guide how the company deals with its customers, employees, vendors, people in the community, media, and others. Credos are statements of a company's values that clarify how they do business and maintain relationships.
- Churches and organizations can have credos. So can colleges or athletic teams. So can individuals.
- Imagine that you've been given a six-month sabbatical from your work, all expenses paid. You're going to a beautiful location, but you have to abide by some stipulations. You can take some books and music, and you can take your family or a friend. But you can't take any work. And you are not allowed to communicate with anyone at your place of work—not by cell phone, pager, fax, e-mail, or any other way.
- Before you go, you're asked to write a memo that will guide the people who'll be doing your work in your absence. Your employer wants you to list the principles, standards, and values that will guide those who are filling in for you and steer their decision making while you are gone. (If you can't relate to the business world, assume that your family needs to know how to handle your personal affairs while you're gone, or that your church or team member needs to know how to carry on.)



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Appendix H | Writing a Credo

- Write the memo. Keep it short—no more than two or three pages. Then discuss it with a coach or someone who knows you well to discuss how it reflects your values.

¹This exercise is adapted from James M. Kouzes and Barry Z. Posner, *Credibility: How Leaders Gain and Lose It, Why People Demand It* (San Francisco: Jossey-Bass, 1993), pp. 62-63.

