

# TEAM CORE VALUES & WANTED BEHAVIOURS



## Session Leader Guide

This exercise helps you as a leader to establish a set of shared values and related wanted behaviours. To have shared values in a team will:

- create better understanding and communication.
- help people to function and work better together and feel better about what they do.
- create better co-operation and alignment of people towards a common goal.
- create the glue that keeps the team together.
- help to focus attention on the right issues.
- state the “fingerprints” of the organisation.
- create greater value for all the stakeholders.

Source: "The Leadership Challenge" by Jim Kouzes and Barry Posner

Clarifying what are the wanted behaviours related to the shared values, is fundamental when creating an effective and attractive work environment. The outcome from this exercise together with a shared vision and mission form a strong foundation for the team culture. Note that this is a learning journey, which demands continuous and consistent follow-up reflections and improvements to ensure that the team and its members walk-the-talk.

### PURPOSE

Through dialogue to identify shared values, beliefs and wanted behaviours needed for an attractive and competitive team culture.

### OBJECTIVE

To agree upon a shared list of values, supported by clear definitions of wanted behaviours.

### TIME

The estimated time for this exercise is approx. 2 – 3 hours.

### BEFORE THE SESSION

1. Anchor the decision to do the exercise in your team.
2. Select participants and book a meeting room.
3. Decide whether you should prepare yourself or use a guest speaker to introduce the workshop and/or create the right atmosphere.
4. Send out an invitation, communicate purpose and objective, when, where and who; include the list of values and ask each person to select three (3) values that they personally would see as guiding values for the team. Ask them to return their selected values one week before the exercise.
5. Collect the selected values from all participants and rank them in order of the number of “votes” each value received. i.e. the most selected value first, etc.
6. Select the slides you intend to use. Look for ideas and select the supporting slides at [www.valuescentre.com/getconnected](http://www.valuescentre.com/getconnected).
7. Make sure the meeting room is ready with all the material needed.

8. If you intend to use a meeting evaluation or reflection, have it prepared in advance (see page 172).
9. Try to come at least 20 minutes before everyone else.
10. Write the Purpose, Objective and Agenda on a flipchart so that everyone can see it during your whole session.

### DURING THE SESSION

1. Present the Purpose, Objective and Agenda of the meeting. Highlight when you intend to end the meeting. Ask if everyone will be able to stay for the whole meeting.
2. Ask the manager to express his/her personal view on how important it is for each participant to clearly understand and articulate their view.
3. Introduce the exercise by sharing the steps to be taken. Make sure everyone understands the exercise. Allow time for questions and concerns.
4. Divide into smaller groups, 3 – 5 persons in each group.
5. Hand out the list of ranked values to each group and ask them to select and agree upon 3 – 5 values from the list. Use the enclosed template to define the meaning of each selected value.
6. Gather all the groups and let each group present their selected values. List the values on a whiteboard or flip chart.
7. Lead the whole combined group in a dialogue to reflect on the proposed values, then select and agree upon 3 – 5 of these.
8. Give the small groups some minutes to reflect on what these values mean in terms of behaviour(s) and propose actions to grow their desired culture.
9. Lead the whole group in a dialogue to agree upon which wanted behaviours are related to the selected values, how to make them come alive and finally how to ensure that the team members live their values. Note everything down on the whiteboard/flip chart or directly in the template on a PC with a projector.
10. Make sure everyone gets the opportunity to voice his or her view. Be assertive and probe for questions. Remember, the process is as important as the outcome.
11. Conclude the exercise with a shared reflection of the experience and learnings.

### AFTER THE SESSION

1. Document the agreed values and behaviours and send it out as a draft to all participants. Ask the team members to reflect individually on whether they can commit to what was agreed at the exercise. Attach examples of how to visualize the selected Values and Wanted Behaviours.
2. Bring the result and comments to a short dialogue at the next team meeting to finally agree and create an Action Plan.
3. Make sure to come back to your core values and wanted behaviour in your daily meetings, by reading them and before you start and/or have a short reflection at the end of your meetings to conclude if you live by them or not. As a result of this reflection confirm the alignment or adjust.

### Culture Values

- |                                                                                |                                                |                                                |
|--------------------------------------------------------------------------------|------------------------------------------------|------------------------------------------------|
| <input type="checkbox"/> accountability                                        | <input type="checkbox"/> empowerment           | <input type="checkbox"/> optimism              |
| <input type="checkbox"/> achievement                                           | <input type="checkbox"/> enthusiasm            | <input type="checkbox"/> organizational growth |
| <input type="checkbox"/> adaptability                                          | <input type="checkbox"/> equality              | <input type="checkbox"/> partnerships          |
| <input type="checkbox"/> appreciation                                          | <input type="checkbox"/> ethics                | <input type="checkbox"/> passion               |
| <input type="checkbox"/> balance (physical/<br>emotional/mental/<br>spiritual) | <input type="checkbox"/> excellence            | <input type="checkbox"/> patience              |
| <input type="checkbox"/> being the best                                        | <input type="checkbox"/> experience            | <input type="checkbox"/> personal growth       |
| <input type="checkbox"/> caution                                               | <input type="checkbox"/> exploitation          | <input type="checkbox"/> philanthropy          |
| <input type="checkbox"/> celebration                                           | <input type="checkbox"/> fairness              | <input type="checkbox"/> power                 |
| <input type="checkbox"/> challenge                                             | <input type="checkbox"/> financial stability   | <input type="checkbox"/> productivity          |
| <input type="checkbox"/> clarity                                               | <input type="checkbox"/> forgiveness           | <input type="checkbox"/> professional growth   |
| <input type="checkbox"/> commitment                                            | <input type="checkbox"/> future generations    | <input type="checkbox"/> professionalism       |
| <input type="checkbox"/> community involvement                                 | <input type="checkbox"/> global perspective    | <input type="checkbox"/> profit                |
| <input type="checkbox"/> compassion                                            | <input type="checkbox"/> goals orientation     | <input type="checkbox"/> quality               |
| <input type="checkbox"/> competence                                            | <input type="checkbox"/> honesty               | <input type="checkbox"/> recognition           |
| <input type="checkbox"/> conflict resolution                                   | <input type="checkbox"/> human rights          | <input type="checkbox"/> reliability           |
| <input type="checkbox"/> consensus                                             | <input type="checkbox"/> humor/fun             | <input type="checkbox"/> respect               |
| <input type="checkbox"/> continuous improvement                                | <input type="checkbox"/> image                 | <input type="checkbox"/> responsibility        |
| <input type="checkbox"/> continuous learning                                   | <input type="checkbox"/> information sharing   | <input type="checkbox"/> results orientation   |
| <input type="checkbox"/> control                                               | <input type="checkbox"/> innovation            | <input type="checkbox"/> risk-taking           |
| <input type="checkbox"/> co-operation                                          | <input type="checkbox"/> integrity             | <input type="checkbox"/> shared values         |
| <input type="checkbox"/> cost consciousness                                    | <input type="checkbox"/> interdependence       | <input type="checkbox"/> shared vision         |
| <input type="checkbox"/> creativity                                            | <input type="checkbox"/> internal competition  | <input type="checkbox"/> short-term focus      |
| <input type="checkbox"/> customer collaboration                                | <input type="checkbox"/> job security          | <input type="checkbox"/> spirit                |
| <input type="checkbox"/> customer focus                                        | <input type="checkbox"/> leadership            | <input type="checkbox"/> strategic alliances   |
| <input type="checkbox"/> customer satisfaction                                 | <input type="checkbox"/> development           | <input type="checkbox"/> support               |
| <input type="checkbox"/> diversity                                             | <input type="checkbox"/> listening             | <input type="checkbox"/> teamwork              |
| <input type="checkbox"/> ease with uncertainty                                 | <input type="checkbox"/> long-term perspective | <input type="checkbox"/> transparency          |
| <input type="checkbox"/> efficiency                                            | <input type="checkbox"/> loyalty               | <input type="checkbox"/> trust                 |
| <input type="checkbox"/> employee fulfilment                                   | <input type="checkbox"/> making a difference   | <input type="checkbox"/> vision                |
| <input type="checkbox"/> employee health                                       | <input type="checkbox"/> mentoring             | <input type="checkbox"/> wisdom                |
| <input type="checkbox"/> employee recognition                                  | <input type="checkbox"/> mission focus         | <input type="checkbox"/> work/life balance     |
|                                                                                | <input type="checkbox"/> open communication    |                                                |
|                                                                                | <input type="checkbox"/> openness              |                                                |

If you cannot find your preferred values above, please list your own below.

- |                                |                                |                                |
|--------------------------------|--------------------------------|--------------------------------|
| <input type="checkbox"/> _____ | <input type="checkbox"/> _____ | <input type="checkbox"/> _____ |
| <input type="checkbox"/> _____ | <input type="checkbox"/> _____ | <input type="checkbox"/> _____ |
| <input type="checkbox"/> _____ | <input type="checkbox"/> _____ | <input type="checkbox"/> _____ |

## Agenda

(proposal and facilitator notes)

- |                                                                                                                                                                                                                                                                                                                                                                                   |             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| <b>1. Introduction</b>                                                                                                                                                                                                                                                                                                                                                            | 15 min      |
| Go through Purpose, Objective and Agenda. Be open to questions.                                                                                                                                                                                                                                                                                                                   |             |
| <b>2. Selection of values in small groups</b>                                                                                                                                                                                                                                                                                                                                     | 30 – 60 min |
| Divide into smaller groups of 3 – 5 persons, hand out the list of ranked values and ask them to select 3 values and then to define the meaning of each value. Ask them also to describe how it appears when it works at its best and which wanted behaviours they would like to see in the team.                                                                                  |             |
| <b>3. Group Dialogue</b>                                                                                                                                                                                                                                                                                                                                                          | 30 – 60 min |
| Gather them back into the big group and ask them to share their results from the previous step. Ask for comments and note them down. Try to coach the group in a dialogue with the ambition to reach a consensus as to which values and desired behaviours they want to have in the team. Continue and ask the group how they should make these values and behaviours come alive. |             |
| <b>4. Agree</b>                                                                                                                                                                                                                                                                                                                                                                   | 15 min      |
| Ask the team if they can commit to live by these values and wanted behaviours from now on in the team. Ask also if they will accept to get reinforcing feedback if they live by them and redirective feedback if they don't live by them?<br>Agree when and how you and the team should follow up on your agreed values and wanted behaviours.                                    |             |
| <b>5. Reflection</b>                                                                                                                                                                                                                                                                                                                                                              | 15 min      |
| Have the group reflect on what was the major thing they learned and took away from this exercise.                                                                                                                                                                                                                                                                                 |             |

<b>Value</b>	<b>Definition</b> How do WE define this value?	<b>Culture</b> How does this value (behaviour) look like when at its best?	<b>Actions to Create</b> What actions can we* take to make this value grow? *) ME personally, WE as a group and the COMPANY / Management?

## Example: Visualize your values and Wanted Behaviours

### TEAMWORK

- *We actively contribute and share responsibility for results.*
- *We respect the opinions of each other and others and listens attentively.*
- *We ask for input and feedback from team members.*

### TRUST

- *We are open and candid.*
- *We treat others with dignity and fairness.*
- *We operate with integrity and support colleagues.*

### COMMITMENT

- *We deliver excellence in all professional endeavours.*
- *We can be counted on to deliver even in difficult circumstances.*
- *We keep mission, vision and values front and centre in making decisions.*

### OPENNESS

- *We are proactive in taking initiatives to share information with each other.*
- *We bring issues to the table and speak honestly and openly about position and feelings.*
- *We support and encourage each other to engage in frank, honest and open conversations.*

### CUSTOMER COOPERATION

- *We offer that little extra that the customers want, but don't actually think of.*
- *We have a positive attitude and tackle every job with enthusiasm.*

### EMPLOYEE RECOGNITION

- *We recognize and appreciate good performance and desirable behaviours.*
- *We always strive to provide regular and positive feedback.*

### TIP

Describe the values in terms of behaviour with an example or story.