

VALUES IN ACTION



Session Leader Guide

This workshop is especially designed to help you in a 'wanted values and behaviour' dialogue within your team.

The workshop is useful in all situations of teamwork. It is recommended that you revisit this type of dialogue and discussion with all your stakeholders, for example customer, sponsor, steering committee, partners, suppliers, team members etc.

The workshop focuses on specific common team situations where we leave mental fingerprints behind us depending on the behaviour we choose to use. At a start-up of a team it helps define the expectations and demands. It is also helpful later when the team goes through different phases and is being reshaped for 'follow up', 'reflect', 'recognise' and/or 'fine-tune the defined and wanted behaviours'.

This workshop is built on 4 typical scenarios;

- 1) group meeting with your team
- 2) internal team meeting
- 3) customer meeting
- 4) upset customer on the phone

You choose scenarios according to your specific situation at the moment in your team. The intention is for you to address the predefined examples of daily situations in these 4 scenarios and decide what is an acceptable and wanted behaviour. You then outline what is unacceptable behaviour in these types of situations, and you should also describe the typical situations expected for your specific team.

PURPOSE

To reflect and discuss behaviours in different day-to-day work situations with your team stakeholders. To align our behaviours with your own, or the customer's espoused core values.

OBJECTIVE

To agree on what is acceptable behaviour and also what is unacceptable behaviour in different day-to-day work situations.

To agree on what we should all do to reinforce acceptable behaviours and what to do if we don't act according to our agreed behaviour.

TIME

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

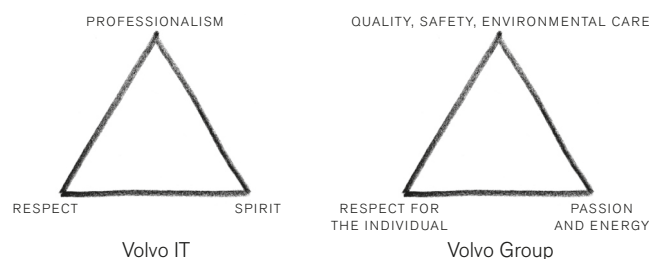
BEFORE THE SESSION

1. Anchor the decision to do the exercise with the group.
2. Read through the whole Session Leader Guide – the best thing is to try out the exercises yourself first so you know the key steps.
3. Book a meeting room. It is best if everyone can sit around a large table in order to put the worksheet in the middle. If your team is large you may use many tables, and if so prepare good mixed groups of 3 - 5 persons
4. Send out the invitation for your group meeting at least two weeks before the meeting. Communicate Purpose and Objective, when, where and who will be involved.
5. Select supporting slides to use at the workshop. Review speaker notes and add your own. There are suggested supporting slides at www.valuescentre.com/getconnected.
6. If you intend to use a meeting evaluation or team reflection, have it prepared in advance (there is a suggested template at page 172)
7. Try to come at least 20 minutes before everyone else.
8. Make sure the meeting room is ready with all the materials needed. Prepare the following material for each groups of 3 - 5 persons:
 - one scissor per table,
 - a set of post-it notes,
 - a flip-chart page,
 - a whiteboard pen
 - a copy of all the selected situations (attached at page 147-150).
 - a form to report the selected 3 - 5 key situations (attached at the end at page 151)
9. Write the Purpose, Objective and Agenda on a flip-chart so that everyone can see them during the whole session.

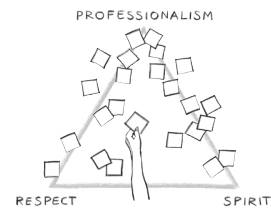
DURING THE SESSION

1. Start the session by presenting 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. Walk the team briefly through your company core values and explain the link to your team and its specific challenges. Explain why we must work with our team culture.
3. Share your thoughts and feelings about this type of work (investment) and the benefits and challenges you may see. Underline why you personally feel/think it is important for us to work with this. Use your emotions to express this.
4. If you have done the exercise with your team earlier, review your progress on “Where you are on your team culture-building journey?” What has been done/ results/ successes? What do you intend to do in the future?
5. Introduce the exercise by reading out the question and steps to be taken by using the agenda slide. Clarify how you intend to use the material after the session. Make sure everyone understands the exercise. Allow time for questions and concerns.
6. Ask each group to prepare their flip-chart paper. Ask them to write espoused company values or team values in a triangle or around a big circle on their flip chart; see an example from Volvo IT Volvo Group below.
7. Then ask them to cut up the cards with the selected day-to-day situations from all four scenarios. One situation only for each card.

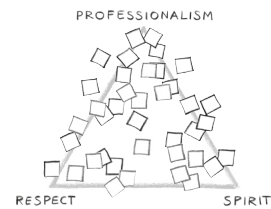
Examples:



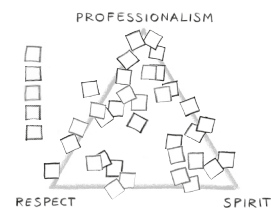
8. Ask the groups to place the cards with the different day-to-day situations relevant to their company or team espoused Core Values on the prepared sheet. It is important that the groups discuss and agree where to put the cards in relation to the Core Values. (See example picture).
9. Now ask the groups to think of any important key situations not mentioned in the predefined situations that they believe should be added. For example, what other day-to-day situations are there in our team where we must have a common behaviour? Ask each person to write down 1 - 3 additional new situations on the post-it notes. One situation only on each post-it.



10. Instruct everyone to place each of their post-it notes with the new key situations in relationship to their espoused Core Values. NB! Ask them to explain to the others what key situation is being added and which Core Values it is most relevant to.
11. From all the situations depicted, each person must select his/her 3 - 5 most important situations where they think we need to have a common behaviour to be able to have a successful team. Then, each group must come to agreement on 3 - 5 prioritised key situations. Mark them clearly and place them on a list on the side. (See picture). →



12. Now you have a map of your most important team situations. Lead the team in a discussion to come to an agreement on what should be the WANTED/BEST behaviour and what is UNACCEPTABLE behaviour in each of the selected 3 - 5 key situations. Use the template on page 151.



13. Make sure everyone gets the opportunity to voice his/her view during this phase. Be assertive and probe for questions. Remember, the process is as important as the outcome. Ask the group(s) to write down their conclusions on the template you have handed out (page 151). You will collect these at the end of the workshop.
14. If you have time, use the whiteboard/flipchart to display and align all groups' suggested key situations and defined wanted/best and unacceptable behaviour. The whole team must now select 3-5 situations and behaviours they can agree on as being top priority for your whole team.
15. Conclude the exercise by reading out your final conclusions. Which situations are we already good at? Which situations call for changed behaviour? What should we do to change these behaviours?
16. Clarify agreed upon actions and how we should follow up on our ambitions.

AFTER THE SESSION

1. Write and send out minutes as soon as possible after the meeting with your agreed key situations and wanted/best and unacceptable behaviours. Enclose the slides you showed (if requested by any of the participants).
2. How do you intend to reinforce your team's conclusions and make your progress visible? For instance, visual aids, questions, recognition, etc.
3. Now, that you have started to create a shared understanding of expected norms of behaviour, i.e., "mental fingerprints", make sure your own personal priorities are aligned.
4. How do you intend to follow up the session? A good idea is to plan a team follow-up discussion and also an individual follow-up at your performance review meeting with the participants.

Agenda

(proposal and facilitator notes)

<p>1. Introduction</p> <p>Align your team challenges and wanted culture and why it is important to invest in our team culture.</p>	10 min
<p>2. Group reflection</p> <p>Share your thoughts and feelings about this type of work and the benefits and challenges you see.</p>	5 min
<p>3. Work in small groups</p> <p>a. Place the selected team situations in relation to your Core Values on the sheet.</p> <p>b. What other day-to-day situations are there in our team where we must have a common behaviour? Ask each person to write down their 1 - 3 situations on post-it notes. Instruct the team members to place their post-it notes in relationship to our Core Values on the sheet.</p> <p>c. Then lead everyone to select the 3 - 5 situations which they agree are the most important for achieving a more competitive and successful team.</p> <p>d. Once the map is completed, lead the team in a discussion to agree on the wanted/best behaviour and unacceptable behaviour in the selected key situations.</p>	60 – 90 min
<p>4. Group dialogue</p> <p>Gather the whole group and let the small groups share their results. Note down comments from the participants.</p>	15 – 30 min
<p>5. Conclusion and next steps.</p> <p>Should we use reflections/feedback to reinforce our learning from this exercise?</p>	10 min

Scenario 1 – Group meeting with your team

<p>People don't appear at meetings and don't inform anyone that they will not participate</p> <p style="text-align: right;">1:1</p>	<p>It's difficult to find resources to handle a request from another internal department (I don't have the time...)</p> <p style="text-align: right;">1:2</p>	<p>A small request coming from another internal department. The team is in a hectic period and doesn't feel that this is the most important issue to focus on right now.</p> <p style="text-align: right;">1:3</p>
<p>That's not my/ our responsibility – “isn't there anyone else who can handle this request....?”</p> <p style="text-align: right;">1:4</p>	<p>Offering alternative solutions to the request – be proactive</p> <p style="text-align: right;">1:5</p>	<p>Share knowledge and see possibilities in using other departments.</p> <p style="text-align: right;">1:6</p>
<p>Us & them. “ I've heard they never deliver on time and they cost too much...”.</p> <p style="text-align: right;">1:7</p>	<p>Recognise good input/ listen to other team members' input and ideas.</p> <p style="text-align: right;">1:8</p>	<p>Unclear roles/ decisions - at the end of the meeting</p> <p style="text-align: right;">1:9</p>

Scenario 2 – Internal Team meeting

<p>Bad meeting behaviour – people are not prepared - haven't read the material.</p> <p style="text-align: right;">2:1</p>	<p>Handling new customer demands – risks of increasing costs and delays.</p> <p style="text-align: right;">2:2</p>	<p>Blaming each other – “you’re the weakest link in this team...”</p> <p style="text-align: right;">2:3</p>
<p>No updated team charter – what’s in the scope? – different views on expectations, scope and time.</p> <p style="text-align: right;">2:4</p>	<p>Conflicts within the team – picking on each other.</p> <p style="text-align: right;">2:5</p>	<p>Manager wants you to put some more time into another project when you are already fully booked – prioritise.</p> <p style="text-align: right;">2:6</p>
<p>Listening to other team members' input.</p> <p style="text-align: right;">2:7</p>	<p>Taking the global perspective into consideration – not being close-minded.</p> <p style="text-align: right;">2:8</p>	<p>Bad meeting behaviour – people are reading mails, whispering, discussing other things during meetings.</p> <p style="text-align: right;">2:9</p>

Scenario 3 – Customer meeting

<p>The customer doesn't feel we have prioritised him enough.</p> <p style="text-align: right;">3:1</p>	<p>Customer questioning our solution – “Is this really the best solution...”</p> <p style="text-align: right;">3:2</p>	<p>The customer asks questions you don't understand.</p> <p style="text-align: right;">3:3</p>
<p>New/ additional terms from the customer.</p> <p style="text-align: right;">3:4</p>	<p>You make promises out of good will that we cannot keep - you are not synchronized towards the customer.</p> <p style="text-align: right;">3:5</p>	<p>The customer questions our schedule, another company can do it much faster, to a similar price.</p> <p style="text-align: right;">3:6</p>
<p>The customer has heard a rumour that we cannot deliver.</p> <p style="text-align: right;">3:7</p>	<p>The customer wants a local solution (and we're a global one).</p> <p style="text-align: right;">3:8</p>	<p>The customer wants to know why he should choose your team as a supplier?</p> <p style="text-align: right;">3:9</p>

Scenario 4 – Upset customer on the phone

<p>An upset customer calls and you answer – the person responsible is not available and you are about to attend another internal meeting.</p> <p style="text-align: right;">4:1</p>	<p>It is not the first time the customer has difficulties in finding the right person.</p> <p style="text-align: right;">4:2</p>	<p>The customer is "degrading" my colleagues.</p> <p style="text-align: right;">4:3</p>
<p>You are not qualified/competent enough to solve this problem.</p> <p style="text-align: right;">4:4</p>	<p>Customer wants to add something that is not in the agreement.</p> <p style="text-align: right;">4:5</p>	<p>The customer disagrees with your proposed action – suggests we bend the rules.</p> <p style="text-align: right;">4:6</p>
<p>The person I need for an action plan can't be reached due to national holiday.</p> <p style="text-align: right;">4:7</p>	<p>You have to do "that little extra" when the conversation is over (it is not just to satisfy – you have to do more).</p> <p style="text-align: right;">4:8</p>	

Values In Teams Outcome			
Group: Date:			
Priority	Situation	Behaviour	
		Wanted/Best	Unacceptable
1			
2			
3			
4			
5			
<i>NB! Don't forget to agree how we should follow up, like using feedback, reflection, measurements etc.</i>			