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Team Values Development

Team Meeting Facilitation Instructions

1. Following a Welcome (and introductions, if needed) briefly review the purpose and agenda (see sample below). Make sure everyone knows why they are there, and what they are going to do in the meeting. All meeting participants should have their pre-work with them, as they will use it during the session.

Sample Agenda:

- *Welcome & Introductions (2 min)*

- *Purpose & Agenda Review (3 min)*

- *Team Rating Activity(10 min)*

- *Discussion (30 min)*

- *Action Planning (10min)*

- *Wrap Up (5 min)*

2. Conduct the "Team Rating Activity". Distribute the colored "dots" to the team members. Make sure everyone has at least 12 dots. Ask each person to place a "dot" (or mark) on the prepared flip chart to indicate their rating (Low, Medium, or High) of the team alignment with respect to each Value Attribute. Remind them that they are not to post dots of their "Self" ratings, but of the Team. (See sample chart below.)

	Low	Med	High
EXCELLENT			
• Best People			
• Strategically Bold			
• Analytical			
• Well-Managed			
• Ownership			
DO THE RIGHT THING			
• Open			
• Teamwork			
• Respect Each Other			
• Respect Our Customers			
• Integrity			

3. If someone has not yet completed the assessment of the team, give them a few minutes to complete the assessment, but do not delay the entire activity for the sake of one person.

Discussion

1. After everyone has posted their team ratings, examine the team flip chart and begin a discussion by looking at the degree of agreement. Look for complete agreement on Attributes and where there is either disagreement or a range of ratings. (Although with a three-point scale there won't be a wide range, there is still opportunity to ask about the differences.) Push back on questionable high ratings, e.g., all "High." Ask for examples; if the high ratings are justified, then there should be plenty of examples. Even if the high ratings are justified, query how the group can improve.

2. Look across the Attributes, question how the ratings are linked, and look for leverage. For example, a rating of "Low" on Teamwork may be related to a "Low" rating on Strategically Bold.

3. Have the team rate themselves as a team on the following question: "How well do we, overall, consistently 'live the Values' on a day-to-day basis?" Post the following scales on a flip chart or white board, and have each team member place a colored "dot" or mark on the scale to indicate their rating of the team.

Excellence
1 = Consistently Do Not "Live the Value"

10 = Consistently "Live the Value

1	2	3	4	5	6	7	8	9	10

Do the Right Thing
1 = Consistently Do Not "Live the Value"

10 = Consistently "Live the Value

1	2	3	4	5	6	7	8	9	10

4. Ask the team members to share what went into their ratings, or the reasons they gave the ratings they gave. Maintain an open atmosphere in which people feel comfortable to say what they think.

5. Next, ask them to think about how they contribute to the overall rating, how realistic their individual ratings are when compared to the team, and ask if any one has any comments on their individual ratings versus the overall team rating. You may want to be the first person to share your individual ratings with the team to set an open, self- disclosing tone.

Action Planning

1. As a team, identify and list on a prepared flip chart pad (see example below) the one or two "Attributes" around which you demonstrate the highest degree of alignment.

Values Attributes	Specific Examples/Behaviors

2. As a team, identify and list all Values that were rated Low, around which you demonstrate the least degree of alignment.

Values Attributes	Specific Examples/Behaviors

3. Ask the team to share their ideas to improve the team's performance in the Values and Attributes listed in step 2 above. Capture team member ideas on the flip chart for use in Action Planning.
   a. NOTE – You can use the reference sheet "Tips for Enhancing Values-Based Behavior" if the conversation gets off to a slow start.

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4. For each of the Values/Attributes you listed in Step 2 above, note at least one action you – as a team – plan to take to increase your behavioral alignment with the Values. (See the example in italics below.)

Value/Attribute	Business Objective Supported	Action Steps to Improve Alignment	Who is Responsible	Success Measures	Time Frame
Do the right thing – teamwork	*Increase sales by 15%*	*Weekly team brainstorming sessions to create new ideas through teamwork*	*Rotating among team members*	*At least one new idea generated by the team and recommended to senior management*	*Weekly, beginning 10/1*