



## I Am The Values

### Purpose

To create a fun activity which has participants "living" the Values in an enjoyable atmosphere. The exercise also aims to create a discussion opportunity about how people do and do not live the Values/Attributes on a day-to-day basis.

### Time

This exercise is best utilized over a multi-day off-site and/or during an evening social event. It could also be run over a period of time at the office.

### Process

#### Introduction

Assign each member of the team a "Values role" to play. You can either write the Value on a piece of paper and give it to them or whisper it to them so no one else can hear. Team members should keep their role private from other members of the team. Over the course of the event (the off-site, evening social, or office time frame) they should look for opportunities to "act" as the Value assigned. This means they should try to do things that will give subtle clues about which Value they are trying to demonstrate. Each member of the team will be acting as a Value. If there are more than seven team members, multiple people may have the same Value.

#### Activity

The object is to guess who is role-playing which Value. Team members should take notes, and keep a list of who is acting a particular Value and what led them to that conclusion. Team members may act as a positive and/or a negative representation of the Value. They should not try to be too obvious (e.g., telling obvious lies as a negative indication of Integrity), but should try to be realistic in their approach.

#### Discussion and De-Brief

At the pre-determined time, the manager reveals who is assigned which Value and team members look to see how many correct answers they have. (You can make this a competition by giving prizes for the most correct – allow for the potential that everyone gets all the matches correct.) The discussion should focus on what the participants did to "live" the Values. Query why they choose certain behaviors, words, etc. Calibrate the examples to reach consensus on the Values and the behaviors associated with them. Also query the participants as to what they saw in others that exhibited or did not exhibit the Values. Focus on both correct answers and incorrect choices, seeking clarity on what led to that choice.



## Process Notes

This can be an entertaining and non-threatening way to get people engaged in thinking and acting the Values. Be careful not to allow too many overt behaviors, which is either a positive or negative exhibition of the Values since they are much subtler in real life. To encourage active participation, the manager can set up dilemmas, such as asking certain participants to do something, keep a "confidence" about another participant, and/or create a work situation which challenges a particular Value, etc.

## Exercise Variation # 1

### Time

- One hour

### Process

Assign participants a Value, without them knowing their assignment. Everyone else knows but them. (An easy way to do this is to pin the Value on the person's back, everyone else can see it, but they can't.) They can ask each participant two yes or no questions to discover who they are. They cannot ask direct questions, e.g., "Am I 'Integrity'." Rather, they can ask, "Do I enjoy being around important people?" (an indication of politics). They cannot have a listing of the Values in front of them. The process continues until time is up or everyone knows which Value he or she represents. Again, you can make it a competition, giving prizes for the first one to understand which Value they represent.

### Discussion and De-Brief

Use the same debrief process as described above, but focus the conversation on why they asked certain questions, i.e., how does that question relate to the Value/Attribute?

## Exercise Variation # 2

### Time

- Two hours

### Process

Divide the group into smaller teams, and assign each one a Value/Attribute. Provide each sub-team with a video camera, VCR and monitor. Instruct the teams that they have 60 minutes to make a five-minute videotape that demonstrates, in a humorous way, what it means to "live" AND to "not live" the Value. The only requirements are: no longer than five minutes total, and all members of the team must appear in the video.

### Discussion and De-Brief

Play the videotape for the large group. Have each team introduce their Value and tape, and reorganize all team members. After playing each tape, ask for questions or discussion, as appropriate. It is likely to be a very light-hearted time, so don't try to make more of it than is realistic. Participants will find more value in the process of making the videos than in discussing them afterward.