ASPIRE CONSULTING
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Day-to-Day Challenges

Purpose

To provide a forum for discussion of the day-to-day challenges and dilemmas the group faces while trying to keep the Values in mind. To uncover techniques and support the team members can provide each other in upholding and maintaining the Values.

Time

- 20 minutes for participants to write-up their challenges

- 40 minutes for discussion and de-brief

Materials

- Large (5x7 inches) "Post-it Notes" (if Post-its are not available, use note cards or pieces of notepaper and tape)

- Flip chart markers

- Pre-labeled flip charts (one for each Values Attribute, with one extra for "multiple Values Attributes")

Process

Introduction

Ask each person to think about the day-to-day Value challenges they face in their jobs. Pose the question, "What makes it hard to live these Values consistently every day?"

Activity

Give the team about 20 minutes to jot down the reasons they are challenged on the Post-it Notes. They should write as large as possible so others can read it and they should put only one challenge on each Post-it Note.

As they finish all their Notes, they should post them on the appropriate flip charts according to the Values being challenged. If they don't know which Values Attribute is most appropriate or there are multiple Values in action, they should post that note on the extra "multiple Values" flip chart.

As the Notes get posted, look for patterns, similarities in the challenges and rearrange the Notes to reflect these patterns.

Discussion

If you have certain challenges that are of similar nature, focus the discussion on those first.

- Clarification: Ensure everyone understands the dilemma or challenge. Do they agree with your groupings? Have you interpreted the notes as they were intended? Ask for clarification and establish a common basis for discussion.

- Cause of the Challenge: Get the group involved in discussing how a situation gets started; i.e., is it a cultural on-going challenge, is it the rewards system, it is specific to a certain type of work or role, etc.

- Action Planning: Have a conversation on how to reduce the challenge and live the Values. What types of things should a person be doing to keep the Value from being difficult to uphold? How can the team members support each other? Work to gain commitment and identify action items that will assist in supporting the intent of the Values and reduce the challenges associated with keeping that intent.

Go through as many of the Post-Its as time allows. The discussion can be split up into several sessions to ensure a thorough dialogue for each challenge.

Process Notes

- If team members have difficulty getting started, be prepared with a few examples of the types of challenges you have as a manager.

- Ensure that the discussion is positive and not an "indictment" of any individual (e.g., "John always looks out for himself so I have to also").

- Don't let the group place "blame" for difficulty in keeping the Values alive, (e.g., "those project managers want so much it's impossible to satisfy them"). They must take accountability for themselves and for contributing to an atmosphere that supports the Values at our company.