Roadmap Example:
Values Creation with Teams

CONTRACT
personal progressive

The below roadmap can be used to co-create company / team values in order to achieve maximum buy-in for the values and identify positive behavior associated with the values. A manager or internal HR specialist can facilitate the sessions as described below.

WORKSHOP: CO-CREATING NEW VALUES (3 HOURS)

Time	Process	Material
15 min	**Welcome and Introduction** • Welcome: what you want to achieve with the workshop • Check-in round: My best moment/ worst moment at work this week *Facilitator tip: Create positive energy right from the start! Tell the group you are excited to discuss and create values with them…*	Welcome, Agenda on Flipchart

15 min	**Why are values so important?**
	• Ask the team why they think values are important and collect responses on a flipchart.
	• If the team has not mentioned them, you can add some of the following points:
	  o Values are ideas that we believe very strongly in and can be shaped by deeply held beliefs or convictions
	  o Values are important to us all, we are governed by them in either our daily and working life, whether we recognize them or not
	  o Organizational values are the unseen drivers of our behaviour, based on our deeply held beliefs that drive decision-making.
	  o Our company's (or team's) values should provide the framework which get us engages with each other (team, customer, stakeholder)
	  o Our values influence and shape our company culture, so they describe "*the way we do things around here!*"
	  o By gaining understanding of the things that we value as business, we can determine what direction we should take in everyday situations, but also during time of uncertainty
	  o Being in work situations that go against your values are unpleasant situations for you – so the aim is to create situations in which you are in line you're your values
	
	Facilitation tip: Get the team to think about the importance of values… it's important that you ask them first, before giving your thoughts – just to get them active.
	
	You could have a slide or two describing the thoughts about values, or you could just speak about them verbally – sometimes slides make things more impersonal!
		Slides (maybe)

20 min	**Interviews in Pairs** • Pairing up with a maximum diversity, one person tells the other about:	Markers, Cards or sticky

Office Cape Town
Chiappini House
26 Chiappini Street, De Waterkant
Cape Town 8001
Phone: +27 21-4128 2102
info@contract-sa-group.co.za

Office Karlsruhe
Erbprinzenstr. 4–12
D-76133 Karlsruhe
Phone: +49 721-920670
Fax: +49 721-92067-11
Karlsuhe@world-of-contract.com

Office Köln
Kranhaus 1/Im Zollhafen 18
D-750678 Köln
Phone: +49 221-968194-0
Fax: +49 221-968194-11
koeln@world-of-contract.com

	o What has been a great moment of me working together with others? o What has been a challenging moment for me working with others? o In the positive moment, what was it that went really well? o In the challenging moment, what was missing? • Together they write down 3-5 criteria that are important for them at work (that became obvious in their situations they identified) *Facilitation tip: Examples could be: the situation was great as we were all very open with each other. Or: I did not enjoy this work situation as there was information I wasn't given.* *Values could be: Transparency or Openness*	notes (5-10 per pair)
30 min	**Identify Value Categories** • Form groups of 2-3 pairs • The groups put all their identified values together, identify 4-5 categories and label them • Get the groups to combine values, eliminate duplicates, identify categories and refine wording of some values • Walk around to assist groups • Goal: each group comes back with 3-4 values *Facilitation tip: If your team is small, you can do this consolidation together*	More cards or sticky notes, Flipchart paper for each group
10 min	**Present values posters** Posters are presented to the whole group and put on display for everybody *Facilitation tip: get one person from each group to briefly present their poster and thinking.*	Tape
15 min	**COFFEE** *Facilitation tip: During break, have a look at themes that are on all posters, and some 'standalone' themes – which have been named by all, which are specific to some groups?* *Write down common 'values' on one flipchart, and values that have only been named once or twice on a second flipchart*	Markers Flipchart paper
45 min	**Consolidate team thinking on values** • Introduce the 2 flipcharts to the team – are they happy with the values that are on the 'common values' flipchart? • If there are more than 3 values that were common to all groups, have people vote for their favourite value on the flipchart (by putting a dot with a colour marker next to the value)	Tape

	• Go through the flipchart with values that have only been named once or twice. Have the group explain what they meant with them. • After the discussion, get the full group to vote for their favourite value on the 'second' flipchart. • Hopefully, you will now have 4, maximum 5 values that the team has create and bought into (3-4 on the once flipchart, and 1 more from the other) Check with the team if they are happy with these 5 values? *Facilitation tip: if there is too much hesitation or argument about one specific value, leave it out… rather have fewer values that everyone buys into than more, and not everyone is happy.* *Write up the values beautifully on one fresh flipchart, as a result of the session.*	
15 min	**Action Plan** Acknowledge the team for creating their own values! Let them know there will be follow-up with this, and that it would be useful to make the values visual… Discuss with the team and create actions on flipchart. • What will happen next (follow-up session? When?) • Who will take over responsibility for the visuals	Flipchart for action plan
10 min	**Check- out Round** Summarise the session today, acknowledge team again, speak about what you specifically liked in how they worked in the session. Then ask everyone to check out by answering: • How was this session for me • One thing I will do differently now, having defined our values	

FOLLOW-UP SESSION AFTER CO-CREATING NEW VALUES (2 HOURS)

Time	Process	Material
15 min	**Welcome and Introduction** • Quick welcome to the session: what you want to do today • Check-in round: How have I been since the values session *Facilitation tip: Create positive energy right from the start! Tell the group you are excited to break down the values into specific behaviours with them…*	Welcome, Agenda on Flipchart
15 + 30 min	**Creating positive behaviours around values** • Break into pairs or small groups, each group takes 1-2 values that were defined last time. • Each group creates 3 "I-Statements that provide positive examples for the value. What would it look like if this value was lived in the team every day? Give the give the groups 15 min, then ask them to present their thinking to the others. Does everyone agree? If not, discuss! How could it be rephrased to represent the end result of the discussion? *Facilitation tip: Example for this. Value = Transparency. I-Statement: I communicate as best as I can. I do not hold back information. When I struggle with a task, I let others know. Etc.*	Flipcharts Markers
45 min	**Peer to peer recognition system** Get the team to identify positive behaviours in others that are aligned with the team values. Depending on team size, do this in 1 group (up to 6 people) or 2. For each person, do the following: • Look at the person and as a team, find 2 ways in which this person already lives one of the values. Acknowledge the person for this. • Switch to next person. *Facilitation tip: If the team struggles to acknowledge someone with a link to the values, make sure you are able to do so!* *Also, make sure they do not give critical feedback at this point, this is about affirming behaviour, not giving constructive feedback.*	
10 min	**How do we want to move forward?** Discuss what you want to do differently as a team moving forward. Do you want to use the values as base to give each other feedback, both positive and constructive? Have you put up your values somewhere visible?	
5 min	**Check-out** Each person: how was this session and what has changed for me…	