CREATING GROUP VALUES BLUEPRINT

This process is best used when you have existing members of a team or organization. It is designed to help lead a *change process* as much as develop values. Most people aren't excited to create new values in an existing system, so some education may be required. In that case, you could share some of the key videos in this module you feel are most relevant to set the stage.

If you are starting a new organization or team, you can skip most of this and focus your efforts on developing a robust interviewing and on-boarding process to ensure people are signing up for the values you created. There are for steps to the process: (1) Engage Others, (2) Limit the Number of Values, (3) Define Values, (4) Identify Behaviors.

1. ENGAGE OTHERS

In this part of the process you are trying to get clear on what matters most to people? Here are two different options for consideration:

OPTION 1: Reflection Questions
This option is best for people who want to go a little deeper and for smaller groups. Use these prompts to get beneath the surface to see what personal values are important to people.

Begin by having everyone reflect and write answers on their own. Then after the allotted time, have people share findings. Be sure to capture the key words on a white board or flip chart. Cluster the value sets around similar meanings.

Exploring Personal Values:

What do you believe a good person is?

How do you like to give to others?

What makes you angry?

How do you use your time and money?

Exploring Organizational Values:

What are the best aspects of the organization?

What behaviors does the organization reward?

What behaviors does the organization frown upon (or sanction)?

How does the organization spend time and money?

OPTION 2: Word Bank
This option is best for larger groups, remote groups, or if you have limited time (i.e. an on-boarding setting). In this case, you provide the Word Bank sheet (attached at the end), either in an online survey, or you could have participants circle the following:

What are your 5 MOST important values?
What are your 5 LEAST important values?

What are the *organization's* 5 MOST important values?
What are the *organization's* 5 LEAST important values?

If you are doing this in a group, have participants pair off and share what came up for them. Then turn and have a few people share with the group. Capture the findings on a white board.

If you use a survey, you can use the results to guide a smaller group of stakeholders in the next step.

2. LIMIT THE NUMBER OF VALUES
As a general rule, its best to have a least 3 values, and no more than 5. Otherwise it gets too overwhelming for people to remember all of them. The goal is for people to feel connection to the values, because that's where the magic is.

A helpful technique here is to give everyone 3 to 5 stickers, they can place them next to the values on the flip chart, this will quickly show you which values and words most resonate with participants.

Once you have the votes in, it's time to go back to a smaller group to finalize these and begin the next step.

3. DEFINE THE VALUES

Value words have an enormous range of semantic meaning. This step helps you develop and refine shared meanings. A simple phrase or sentence should be used to define each value. Here you can use other value words to support the "parent" value.

For example, "CREATIVITY" as a value could be defined as "*a commitment to continual learning, imagination, and curiosity.*" You can see the values embedded in the definition.

4. IDENTIFY BEHAVIORS

The definitions help develop shared meaning, but it still remains vague. The final step involves creating clarity by identifying the behaviors that support each value. This is how you make it clear what we expect of one another, this is your "rule of life" in the organization.

One big benefit that comes from defining these clearly is that it allows the organization to be more resilient in the face of change. As the organization evolves and changes (which all good organizations will need to in order to survive), the values can serve as a stabilizing center.

I recommend a set of bullet points that are easy to refer to, preferably no more than four for each value.

Accomplishment	Competition	Free Will	Integrity	Power	Sophistication
Accountability	Control	Freedom	Intelligence	Privacy	Spirituality
Accuracy	Courage	Friendships	Involvement	Prosperity	Stability
Achievement	Creativity	Fun	Joy	Quality of Work	Status
Activeness	Curiosity	Generosity	Justice	Relationships	Variety
Advancement	Decisiveness	Growth	Knowledge	Relaxation	Wealth
Adventure	Effectiveness	Hard Work	Leadership	Reputation	Wisdom
Aesthetics	Efficiency	Harmony	Learning	Resourcefulness	
Affection	Environment	Health	Love	Respect	
Appreciation	Excellence	Helping Others	Loyalty	Responsibility	
Authority	Excitement	Honesty	Meaningful Work	Results	
Challenge	Fairness	Honor	Modesty	Safety	
Clarity	Fame	Independence	Optimism	Security	
Collaboration	Family	Individuality	Order	Self Respect	
Community	Financial Security	Influencing Others	Patriotism	Serenity	
Competence	Free Time	Inner Harmony	Perfection	Service	