**Values Challenge**

**for Organisations**

**Facilitator Manual**

**World Values Day – 19th October 2017**

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**#WorldValuesDay**



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**What’s this about?**

* Values are what make us who we are. They are the compass guiding everything we do – our choices and our actions. When we forget that compass, we take the wrong turn. It’s the same for our families, for our communities, for organisations large and small and for the world. Our values show us the way.
* The evidence is that when organisations have strong values embedded in their culture they perform better and have higher levels of stakeholder engagement and satisfaction. Most organisations have a clear statement of values. But the reality for many of these is that great sounding values can get trampled on in everyday life. It happens. There is a gap that grows between how we could live those values and how we actually behave.
* For World Values Day organisations will take part in the Values Challenge and think about that gap; and what change we could make to live our values in a better way. The Values Challenge is a one-hour exercise (with some preparation time) that any team or group of people can do together.
* These changes can add up to significant shifts in how well the organisation works: how people treat each other within it and its impact on those outside; how responsible the organisation is in terms of its community and the world. The idea of World Values Day is that collectively, if we are aware of our values and put them into action each and every day, we can change the world we live in for the better.

**How to prepare for the Values Challenge workshop**

1. Involve as many colleagues as possible in this initiative. If there are more than 20 or so participants attending the Values Challenge, it may be best to hold more than one session.
2. One person is needed to lead the session. This doesn’t require any special training or expertise. This Manual and the accompanying Slides contain all the materials that will be needed. **Refer to the notes pages accompanying each slide for detailed facilitator guidance**
3. Read through this document and the Slides (including the notes), and make any changes you’d like to create a workshop that suits your organisation.
4. Assuming your organisation has stated values, circulate the Pre-Workshop Questionnaire (see more about this on the next page) a week or so before the session to all participants. *If your organisation doesn’t have stated values, a simple way to define a set of values can be found in the Values Guide for Organisations which can be downloaded from this page* - <https://www.worldvaluesday.com/values-challenge-for-organisations/>
5. This Questionnaire will help you to identify the one value you will all focus on during the workshop. You may want to share in advance which value was chosen, and ask people to start thinking about examples of colleagues embodying this value in practice.
6. Gather any useful materials such as internal explanations of what the value means and how it can be brought to life.
7. Print copies of participant materials (Values Star and We Values sheets below).
8. Check that the equipment you will use to show the Values Challenge Slides will be able to play the video on Slide 2 of the slideshow using this link: <https://www.worldvaluesday.com/values-challenge-video/>

**Things to bear in mind**

Consider the culture of your organisation and how strongly the values are applied. You may need to put some time into setting the scene for participants so they arrive ready to have an open, productive discussion.

* Depending on which value is chosen, think about how you can bring that value to life or demonstrate it in the way you run the meeting and the environment you choose. For example, if ‘Respect’ is chosen you might be extra vigilant that all participants have an equal share of voice in the meeting and that you follow up with everyone to thank them for making the time to take part.
* Discussing values and behaviours does not necessarily come naturally to everyone. Think about how you can put people at ease and create a comfortable environment to have the most effective discussion.
* Address cynics’ concerns – a big change is made up of lots of small changes. The Values Challenge exercise is designed both to start an important conversation and to encourage lots of small changes.
* If there are serious gaps in what the organisation claims to value and what behaviour is actually rewarded think about the best way for this to be openly discussed.
* The session is designed to take one hour but you might want to allow 5-10 minutes extra to allow for people to arrive and settle in so that there is enough time for the discussion.

**Pre-Workshop Questionnaire**

The purpose of this brief questionnaire is to gather input from participants in the Values Challenge Workshop in order to select one value to work on prior to the session.

Instructions for using the questionnaire:

* Use the template on the following page.
* Complete or amend all text highlighted in square brackets prior to distributing the survey.
* Adjust any of the introductory wording as you see fit.
* Insert your team/ company values into each of the questions.
* Once you’ve received your responses, work out the average scores and take the suggestions of which value to start with into account to decide on the value you’ll work on in the Values Challenge workshop. Insert that value in Slide 6 of the Values Challenge Slides.

**Values Challenge Pre-Workshop Questionnaire**

The purpose of this brief questionnaire is to capture your perception of how our organisational values are practised on a day-to-day basis in our team/ organisation. The responses will be used to identify one value to work on during the Values Challenge workshop . The goal of that workshop is to come up with one or more actions to close the gap betwe en our stated values and what we do in practice – One Value, One Hour, One Change.

Please provide your input below and return [ via email/place in the collection box located…]. Individual responses will not be shared. I’d be grateful to receive your responses by [date]

**A reminder of our Values:**

|  |
| --- |
| [Value #1 and definition] |
| [Value #2 and definition] |
| [Value #3 and definition] |
| [Value #4 and definition] |
| [Value #5 and definition] |

[add or delete rows as necessary]

**Please provide your views on the gap between our stated values above and your experience of day-to-day working in our team/ organisation:**

|  |  |
| --- | --- |
| **Values** | To what extent do you feel each value is practiced on a day-to-day basis in our team/ organisation?Enter an X in the relevant box below. |
| [Value #1] | 1 – never | 2 – seldom | 3 – sometimes | 4 – often | 5 – always |
| [Value #2] | 1 – never | 2 – seldom | 3 – sometimes | 4 – often | 5 – always |
| [Value #3] | 1 – never | 2 – seldom | 3 – sometimes | 4 – often | 5 – always |
| [Value #4] | 1 – never | 2 – seldom | 3 – sometimes | 4 – often | 5 – always |
| [Value #5] | 1 – never | 2 – seldom | 3 – sometimes | 4 – often | 5 – always |

[Insert additional rows as needed]

**To close the gap between our stated values and what we do in practice, which value would be the best place to start? Include the reason for your choice:**

|  |
| --- |
|  |

**High-level overview of the workshop**

|  |  |  |  |
| --- | --- | --- | --- |
| **Time** | **What** | **How - Brief explanation of subsection** | **Materials** |
| 10 min | **1. Introduction** | * Welcome participants & show video
* Explain importance of values
* Mention objective & outcomes and simple rules for workshop
 | * Supporting slides
 |
| 8 min | **2. Define values gap and explore the meaning of the value** | * Explore the value with the biggest gap in small groups of two or three
* Question 1a: What examples are there of this value being practiced in our organisation (or elsewhere)?
* Question 1b: What are the biggest areas for improvement in the practice of this value in our organisation?
 | * Supporting slides
 |
| 15 min | **3. Brainstorm actions and assess impact**  | * Continuing in small groups:
* Question 2: What CAN we do to put the value fully into action?
* Brainstorm individually first then in pairs/threes
* Assess the impact of actions to come with 1 top idea to put forward to the whole group
 | * Supporting slides
* Post-its
* Template with Values Star
 |
| 15 min | **4. Commitment to action to bring value to life** | * Teams share their top ideas plenary, followed by a group discussion of the actions
* Question 3: What WILL we do?
* Decide which action the team will to commit to together
* Record it using the WE VALUE template and take a team photo
 | * Supporting slides
* Template WE VALUE… SO WE…
 |
| 5 min | **5. Next Steps** | * Question 4: How will we follow up?
* Agree next steps, responsibilities, and how we’ll know we’ve been successful
 | * Supporting slide
 |
| 5 min | **6. Wrap up** | * Share your experience of the Values Challenge with the world – by posting a photo of your ‘WE VALUE..’ page on social media using #WorldValuesDay.
* Close the Values Challenge workshop by thanking participants
 | * Supporting slide
 |

**Participant Materials**

Add your organisation’s logo to the bottom left hand corner of the We Value Template to brand it, if you wish.

Print and make a copy of the following two pages for each workshop participant.

**What’s the idea?**

**Values Star**

**How easy is the change to make?**

10 = SUPER easy.

**Does anyone need to approve the change?**

10 = NO ONE.

**Does the change need financial investment?**

10 = NO cost.

**How motivated are you to make this change?**

10 = CAN’T WAIT

Use this tool to help you identify your best ideas for changes. Roughly rate the idea from 0-10 (this isn’t a science) and join up the marks to see how strong it is compared to others. Where it is weak see if you can think of ways to make it more effective / easier to do / more exciting / cheaper etc. Have a bit of fun.

**Does the change need time investment?**

10 = NO cost.

WE VALUE…

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SO WE…



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**Post Workshop Follow-up**

It’s useful to remind all colleagues soon after the workshop of the commitments made to close the gap. You may want to think about ways of recognising successful actions.

If you didn’t get a chance to in the workshop, please share your experience of the Values Challenge with the world – the value you chose, and what action you all decided to take - by posting on Facebook, Twitter, Linkedin or Instagram, using #WorldValuesDay. Use a photograph of the WE VALUE template you completed, or post a comment. Ask the participants to share their experiences as well.

**Lastly, please let us have your feedback!**

Thank you for taking part in the Values Challenge. Feedback will be very valuable in ensuring the campaign is most effective in achieving its goal - to inspire teams and organisations to take one action (at least!) to close the gap between our stated values and what we do in practice. This is part of the World Values Day idea that if, collectively, we are aware of our values and put them into action each and every day, we can change the world we live in for the better.

Please provide your feedback in response to the questions below and email to info@worldvaluesday.com

|  |
| --- |
| Your name and organisationHow did you hear about the Values Challenge? |

|  |
| --- |
| What was the value you worked on, and the top action you decided to take?How confident are you that the action/s you chose will make a positive impact in your team/ organisation?Would you be willing to provide an update in a few months’ time on how it’s going? |

|  |
| --- |
| What has been the best thing about running the Values Challenge in your team?Would you recommend the Values Challenge to other teams/ groups? |

|  |
| --- |
| Any suggestions for what would have made the Values Challenge session, or the outcome, even better? |

If you think you may like outside help to establish/deepen your values programme, please email info@worldvaluesday.com or see www.worldvaluesday.com for suggestions, further resources and a list of practitioners