

# CONUFACTOR

## How to align on shared team values: a workshop design guide

Full version (incl. reflection questions)

### 1. Is-Analysis

The first step is to reflect on the current situation. What are the special features and characteristics of today's working methods and corporate management? In doing so, it is important to illuminate different perspectives. The reflection questions should ensure this and also enable an open and value-free collection of values and behaviors.

As a concrete method you can use the following method:

Give the following 3 questions to your team and allow each team member to answer the questions on their own. Afterwards, collect the brainstorming results on 3 flipcharts or virtually (e.g. on Miro). Tipp: Pretty sure the answers will bubble out of your team members. After the first outpouring of thoughts, there will be a pause; endure it. After that, there will almost certainly be more important input

- a. What makes us unique?
- b. What characterizes the way we work & collaborate?
- c. What do our customers / suppliers / partners say about us?

### 2. Future scenario I

In order to be successful as a startup in the long term, every team should ask itself which values and behaviours will be helpful to them in the future. In doing so, it is essential to analyze both customer requirements and the ideal team constellation. This also requires multi-perspective reflection questions.

The following two reflection tasks will help your team with that:

- Formulate your absolute dream customer feedback: What would a customer review be that would make you really happy?
- Describe your absolute winning team. What attitude and behavior do you think makes the perfect JDA employee?

Ideally you should assign both reflection tasks as prior homework. This saves you time on the workshop day and gives the employees the opportunity to work on the task undisturbed and in depth.

### **3. Future scenario II**

In addition, it is strongly recommended, thinking through social developments, strategic goals and business challenges as a team. From these, in turn, values can be extracted that will influence future actions and cooperation.

Answer the following questions in a participatory manner and record the results in writing.

- Where are we heading as a company?
- What trends / special features / social developments affect us?
- What requirements & challenges will we be confronted with?

Afterwards, think about what this means in concrete terms for leadership, cooperation and attitude. What guidelines can be derived from this? What do we need in order to master these challenges or in other word: Why we will win with our principles / values.

### **4. Value Clusters**

The brainstorming phase is now complete. Now it is time to categorize the various values.

The following grid has proven to be particularly helpful here:

- Core values

Core Values describe the actual state of your corporate values. They should be chosen specifically so that every team member understands them and can implement them in their daily interactions.

The core values are most likely the result of the brainstorming to the Is-analysis.

- Aspirational values

Aspirational values are values that your company does not currently act upon, but which are important for future success.

These were developed in the future scenarios

- Permission-to-play values

Permission-to-play values describe the minimum basic values. These values are generally not that different from the permission-to-play values of other companies, which means that they do not help to differentiate the company from competitors

Together as a team, you can classify your brainstorming results into these categories. Decide beforehand how many values from each column you would like to include in the final selection. Make sure that there is a balance between Core Values and Aspirational Values.

## **5. Selection of values**

Here it depends on whether the decision is made participatively or by the founders alone. A participative decision with an additional veto or add-on joker on the part of the founders is also conceivable.

## **6. Definition & next steps**

What does this value of ours mean in concrete terms? How will it influence us in our actions and decisions? What will change? How will our values become practice? These and other questions should be discussed and written down together in the team. Values should not remain a theory gathering dust on the website, but serve as a basis for hiring, feedback discussions and strategic decisions.