



MODULE on “Implementing organisational values”

(VERSION A)





MAIN GOAL

Understanding the importance of values and how to implement them into organisational practice.

OBJECTIVES OF THE SESSIONS

- Mapping and reflecting the organisational values
- Exploring the impact of the organisational values related to the inclusion of the (young) people from marginalised groups on different levels of the organisation
- Putting organisational values related to the inclusion of the young people from marginalised groups in behaviours

DURATION FORESEEN

5 hours and 15 minutes

NEEDS (FOR THE SPACE)

- Room with enough space for tables and chairs, first activity will need enough space to set the chairs in a circle, flipcharts support of a free wall to put up flipcharts

FOR WHOM

Members of an organisation, from all structure levels.

Preparation of the trainers before the session:

- make sure you know the existing organisational values + where it is written/present
- know who you have in the room





STEP BY STEP DESCRIPTION

- 40' INTRODUCTION

Expected outcome: Participants get the basic information they jumpstart the thinking about the topic

1. Introduction of the facilitators.
2. A brief recap of what happened in the process until now, what is today about, and what is gonna follow. 10min
3. Trainers present the flow of the day (main topics, duration, announce breaks).
4. Participants are asked to share their name, pronouns, area of work/position, and to pick one card with the value and share why it is important to them.
5. Trainers present the group agreement: it is our common agreement on how we want to work together today. What kind of behaviours do you expect from yourself and/or others here that would enable you to participate?
6. Trainers note it down on a flipchart with the use of the popcorn method (not structured sharing, who has the idea, shares it). 10min

Materials:

- cards with values

- 20' INTRODUCTION TO VALUES

Expected outcome: Defining common values

1. Connecting from previous exercise: we picked the values that matter to us personally and shared why. There are many more values there, and it was probably hard to pick only one. There are usually many values that matter to us.





2. Trainers ask the participants to think individually: What do values in general mean to you? How do they make you feel? Think about it and write the key words on a post-it. Put 1 word per post-it and make it readable. Once you are done, put the post-its on the flipchart. 5min
3. Trainers cluster the post-its and summarise it. They introduce the definition of values as:
 - Values are the principles or standards that we each carry through our lives and that guide and inform our thoughts, attitudes and actions.
 - They influence, and are influenced by, our experience of the society in which we each live.
 - Our values help determine what is important to us and shape how we interact with other people and the more-than-human world. (from the <https://commoncausefoundation.org/>).
4. Trainers connect the key words collected by the participants and break down the definition.
 - 1) what is it: principles or standards that we each carry through our lives (shows constant, that is repeating, longterm, integrated within our core beliefs)
 - 2) what do they do: guide and inform our thoughts, attitudes and actions
 - 3) consequences: it influences our thoughts, attitudes and actions

Tips for trainers: Trainers connect this with the first exercise when participants are asked to share a value and its importance to the group and check if everyone is on the board with this.

- 10' BREAK

- 1H10' ORGANISATIONAL VALUES

Expected outcomes: Mapping and reflecting the organisational values.

1. Trainers ask participants to take a moment individually and think about: What do you think are the key values of your organisation? Note them down for yourself. Feel free to look into the value cards again to get inspired.





2. Participants share them in the circle while the trainers write this down.
3. Discussion in the plenary: check in to ensure there is a common agreement and understanding of the organisation values. 20min

Potential questions for discussion

- How was this process for you? was it easy, was it hard?
 - Did you already think of that before? Do you think these values represent your organisation? Is there anything missing? Is there anything that doesn't fit for you on this list?
4. Trainers point out that in this process we are focusing on the young people from marginalised groups (and remind them which ones, from the Inclusive Organisations manual)
 5. Participants are put in small groups and asked: Which of these values relate to the inclusion of the (young) people from marginalised groups? How do they relate? Argument with examples

*In case we have a small group of participants, this can be done in a plenary.

6. Presentations of the groups (3-4 people per group)
7. Facilitators return to the poster with mapped organisational values and physically highlight the ones the participants recognise as ones relating to the inclusion of (young) people with marginalised groups.

- 10' BREAK

- 40' IMPACT

Expected outcome: Exploring the impact of the organisational values related to the inclusion of the (young) people from marginalised groups on different levels of the organisation.

In this segment we continue to work on the recognised values related to inclusion of (young) people with marginalised groups but going deeper into where and how they are present in the organisation.





Trainers present 5 areas:

1. Structure (decisions, organs)
2. Activities
3. Relationships (work processes, work culture)
4. Documentation (policies, guidelines etc.)
5. Communication and visibility // communicating these values externally

Participants are presented with instructions:

1. Each of you will have the opportunity to visit 3 of these areas. There are the same questions present for all of the work areas. You will choose a starting area and have 15 minutes to discuss with others those questions and note it down on the flipchart. Make sure to connect the questions to the particular value you see present/reflected in the area of work.
2. After the first 15 minutes passes, you will choose a different area. Again, you will have some time to discuss and not.
3. Then we do the cycle: once again, for the third time, you choose an area and have discussion there on that topic.

Trainers will give signs when the cycle changes. You can choose those 3 areas based on your experiences and interests, but be mindful to spread evenly with your colleagues and don't forget you can always go to the area you like in the next cycle.

Questions on each flipchart:

1. Which values related to the inclusion of the (young) people from marginalised groups are present and/or are reflected in this area of work?
2. Why are these values important in this area of work?
3. What is the impact those values have on: this area of work? People from marginalised groups who engage with us in our work?

*in case we have a small group of participants, they all look through all of the 5 areas





To be prepared before:

- cards with values
 - flipchart with the mapped and highlighted values
 - 5 flipcharts, each with 1 area of work
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- 10' BREAK
During the break, trainers check the values recognised - are there any new ones appearing? Are there any values relating to the inclusion of (young) people with marginalised groups that are not present there. Trainers make notes for the discussion afterwards.
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- 1H40' PUTTING VALUES INTO PRACTICE
Expected outcome: Putting organisational values related to the inclusion of the young people from marginalised groups in behaviours
 1. Start from the flipcharts in the previous session and invite all participants looking into all of them. 10 minutes
 2. Trainers check in with the group how this process was for them. They comment on the values recognised - and compare them to recognised values from the first session - and revisiting the first flipchart with values.
 3. Trainers facilitate a plenary discussion to consolidate the list of values. 15 minutes
 4. Trainers connect this to the group agreement and frames the next exercise:
When you look into our group agreement we did in the morning, we specified behaviours - and they are all representing certain values. Facilitator can name a few values from the group agreement or ask participants if they see it / can name it. In the next activity, we will do the process the other way around: we have a list of values, and we will break it into the behaviours. 10 minutes





5. Trainers give instructions:
 - a. Inspired by the work we did in the previous session, look into the consolidated values related to the inclusion of the (young) people from marginalised groups and think about how we leave them in our organisation in practise?
 - b. In order to do that, we will first take some time individually, for you to choose 1 value related to the inclusion of the (young) people from marginalised groups from the list and think about what could you individually do to reflect that value on a daily basis? This process is for you, you will not have to share it.
6. Participants individually reflect. 10 minutes
7. We put participants into the groups. We give each group one or more values related to the inclusion of the (young) people from marginalised groups from the flipchart (depending on the number of values). We ask them to suggest behaviours that best reflect the organisational value(s) they were given from the flipchart. For that they will have 15 minutes, note it down on an A3 paper.

*In case we have a small group of participants, this can be done in plenary.
8. After 15 minutes, facilitator adds additional questions to the groups to discuss:
 - a. How could you make this value(s) more present in your organisation?For this they have an additional 15 minutes
9. In the end, we give 10 min all together to walk around their A3 creations. Trainers point out all the posters prepared are their organisational resources they can take, return to them, build from them.
10. In the plenary, we discuss: how would you have this behaviour reflected in your action plan? 15 minutes





- 10' EVALUATION AND CLOSING

Expected outcome: We receive feedback on the workshop

1. Facilitators point out the key highlights of the workshop.
2. We give participants an evaluation where we ask them what they learned at the workshop.
3. Facilitators close the workshop.

Potential questions for evaluation:

- What did you learn today?
- What did you miss today?
- What would you like to know more about?

Suggestions: The evaluation can be done using digital or physical tools.

MATERIALS NEEDED

- post-it notes
- pens
- flipcharts
- markers
- beamer and manual pdf or flipcharts with text from manual Inclusive Organisations
- [Manual of Inclusive Organisations](#)
- tables or space for the number of groups that will be working
- [cards with values](#)
- flipchart with the word Values
- definition of values



