

## Values Exercises

*This is a sample of the exercises that can be used to articulate values in practice, as well as an example of a pre-selection values questionnaire. This questionnaire should be accompanied by an open discussion at interview about the responses. The interview should focus on this discussion rather than questions based on experience.*

## What are our values?

Before a provider can begin the process of implementing values-based recruitment, they have to understand what their own values are as an organisation.

This exercise should be completed not only by senior management, but also by a representative sample of frontline staff and people who access the service.

Option 1: Using photo elicitation and/or value word cards

Using the range of images which can be sourced from:

<http://www.nes.scot.nhs.uk/education-and-training/by-discipline/nursing-and-midwifery/resources/publications/valuing-feedback-envision-cards.aspx>

Choose an image that you feel represents a value that is important to you. On the back of the image, write the value and one example of how this value is expressed in action.

As a group, talk through your images and the values and decide which values are shared. Pay particular attention to the examples used to clarify whether or not you are using different language to define the same value.

Continue to repeat this exercise until you have a full picture of your core values.

Option 2: If you are having difficulty in articulating what is important to you in words, it might be useful to use these cards to identify language:

<http://casaa.unm.edu/inst/Personal Values Card Sort.pdf>

As in the above exercise, work independently to identify specific examples from practice to support each definition to be clear about what these words mean in the real world.

Once you have a sense of core values, the next step is to engage with the wider staff group and people who use support to prioritise your core values as an organisation.

## Values or Strategy?

Organisations can sometimes confuse organisational values with strategy when in fact the two should be viewed separately. Values should be core to the provider and inform any strategy, not vice versa. This is not to say that values don't change over time - that evolution is natural, but we want to focus on the value judgements that underpin decision making.

To make the distinction between values and strategy, we think it might be useful to work as a group to answer the following questions. If the answer is yes to all of the below questions, then these are *values*.

- Are the values that you hold fundamental regardless of whether or not they are rewarded?
- Can you see these values being as valid 100 years from now as they are today?
- Would you want the organisation to continue to hold these values, even if at some point, they became a competitive disadvantage?
- If you were to start a new organisation tomorrow in a different line of work, would you build the core values into the new organisation regardless of its activities?

## How do staff and people who use our service experience our values?

This exercise requires the coordination of staff and people who use support to come together and explore values as a group.

It might be useful to repeat the photo elicitation exercise to open up discussion.

Choose an image that you think best represents your organisation and then discuss in groups of three to five people.

The leader of this exercise (possibly a manager or member of the first values exercise) should present the core values that your smaller group has started with on printed cards, with a few blank cards added.

Place all of these cards in the middle of the scale that moves from 'important' to 'not important'

Important -----Less Important

Ask staff and the people who use your support to move the values word along the scale depending on how important they think it is. Ask them to justify where they position the cards. If another member of the group disagrees, they can propose to move a card and explain their justification.

If there are ongoing disagreements about one specific value, we recommend that you take a break from the important/not important exercise to explore why this is. Ask the people in the group who are not able to decide to give specific examples from their own practice about this value. It may be that the conflict is coming from two different interpretations of the same word. If no resolution can be reached, choose a middle point on the scale to compromise.

Once all of the cards have been placed, offer the opportunity for staff to present any 'missing values' which the group can write onto the blank cards and place on the scale. This is an opportunity to open the discussion to a wider range of voices.

From this exercise, you will have a list of values ranked most to least important which can be used as your values framework.

## Sample Pre Interview Questionnaire

Please complete the following questions as fully as possible.

If you received support, what are three things that would be important to you:

- 1.
- 2.
- 3.

State one thing that you have done today that made you feel valued

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What attributes do you have that you think would make you well suited to working as a **[insert role here]**?

- 1.
- 2.
- 3.

Please respond to the following statement:

Anyone can do this type of work if they receive the appropriate training

- Agree
- Disagree

These are the values that the team at \_\_\_\_\_ works to every day. Please circle the 3 values that you find most important to you and think about why. **[insert your own values here based on the values exercises]**

<b>Trust</b>	<b>Feeling safe and secure</b>
<b>Freedom</b>	<b>Responsibility</b>
<b>Choice</b>	<b>Honesty</b>
<b>Respect</b>	
<b>Dignity</b>	
<b>Independence</b>	

What do you think would be the best part of this job for you?

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