People &
Organisational
Development

BEING A LEADER
Articulates a clear vision, engaging
others in the process

UNIVERSITY OF OXFORD

Introduction

Staff engagement is critical to successful outcomes. You can have the most wonderful mission statement for your team, but if it is only informed by one or two individuals and if no one is breathing life into it every day it soon becomes another good idea neatly filed away ('Culture eats strategy for breakfast', Drucker).

Engaging your team in reflection and discussion about your mission, vision and values strengthens the process and helps create the conditions for a positive work culture: one based on a shared understanding of purpose and values. It also allows you to raise any divergences which may come to light as you work through this process. This will support the team to all pull in the same direction.

A helpful starting point to ensure team members feel fully engaged with the team's work and vision can be to discuss values and how these influence our work, and to agree a set of common team values.

ACTIVITY ≫

Values work

Values are the deeply held beliefs we have about what matters, about ourselves and others in the world. Values drive our behaviour – what we do and how we do it.

Part 1

What values drive this team already? Here are two possible activities you might do with your teams.

Using experience
- In pairs.
- Share the time equally.
- A speaks, B encourages, asks questions and listens, makes notes for the other.
- Swap roles.

ELEMENT
2b

LEARNING ACTIVITIES FOR MANAGERS
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Remember a recent time at work where you felt completely engaged with your task –
content that you were doing your job well. Describe the experience to your partner – what
you were doing? What were you thinking and feeling? What was important to you?

What does this tell you about your values at work?
Choose a few key values which you feel are important to you in this team.

Use a list of values to select key values.
- In pairs.
- Individually select the top five to ten values you feel reflect the team now or reflect your
  aspirations for the team.

Acceptance	Curiosity	Innovation	Respect
Accountability	Dependability	Kindness	Responsibility
Achievement	Determination	Knowledge	Results
Adaptability	Diversity	Leadership	Security
Adventure	Empathy	Learning	Self–improvement
Authenticity	Enthusiasm	Loyalty	Simplicity
Authority	Equality	Meaningful work	Spirituality
Autonomy	Family	Optimism	Stability
Balance	Fairness	Ownership	Success
Boldness	Flexibility	Participation	Sustainability
Bravery	Friendship	Patience	Teamwork
Candour	Growth	Peace	Tenacity
Challenge	Happiness	Persistence	Time management
Clarity	Hard work	Popularity	Transparency
Collaboration	Honesty	Power	Trustworthiness
Compassion	Humility	Quality	Wealth
Communication	Humour	Recognition	Wisdom
Community	Impact	Relationships	Work ethic
Contribution	Improvement	Reliability	Work–life balance
Creativity	Ingenuity	Reputation	

Part 2
Bring the team together, and invite them to share their thinking about key values.

Discuss how much overlap or otherwise there is. What else does anyone notice?
Ensure the key values are noted down.

ELEMENT 2b

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Part 3

As a group, have an open discussion with the key values list available to you all to refer to.

Ask:

How do our values influence our work?

Which of these values will help us as a team succeed now? Is there anything missing?

When we are at our best, what values are we demonstrating and how?

Revise the list as needed to create a list of agreed Team Values.

Part 4

- Distribute as a document for discussion at the next team meeting.
- Agree any clarifications to create a final document.
- Think together about how this document may be useful to the team and how and when you might make use of it.