



How to Facilitate Values-Driven Behavior

An Activity for Teams
from *This is How We
Roll: A Coach's Guide to
Transforming Conflict
into High Performance* by
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What is the definition of team success? Team success occurs when a team is aligned on their goals and they reach them. For a coach, the trick is developing alignment on team goals. This alignment will be easier if the team identifies shared values, develops expectations based on those values, and acts upon them.

Try this activity to facilitate values-driven behavior on a team, which will both drive team success and reduce conflict.

Activity Steps

- 1 Identify **Individual Values** list
- 2 Create a **Team Values** list based on the **Individual Values** list
- 3 Develop **Guidelines for Behavior** based on **Team Values** for different **Contexts**

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1. Individual Values

No team is homogeneous, and that's a good thing. It is our differences that make us stronger. The secret sauce is naming each person's values and respecting the differences. The first step is to identify each person's values on your team, including your own and the values of the other coaches. Have each person reflect on and name the values that are most important to them in one of your team planning meetings. Ask that each athlete choose only two values. Other values can fall into these categories, but have everyone name the two that are most important to them. See the list to the right for some values to draw from.



2. Team Values

Once everyone has articulated their two top values, the next step is to create a set of Team Values that represent everyone. People often share some of the same values with their teammates. Start by writing down the values that are repeated a few times and then see if the less-cited values can be represented by some of the values that were repeated. Ideally, you want to get the list down to a set of four or five Team Values. After that, create a one-line definition for each value based on what it means to your team. For example: "Trust - we will prioritize transparent, open communication by having regular team meetings."

3. Guidelines for Behavior and Context

Your Team Values will guide what your team says and does throughout the season. For this to happen, teams need to create Guidelines for Behavior based on Team Values. This should be an explicit conversation at a team meeting and should account for all Contexts the team will be in, such as school, practice, travel, and competitions. Use the question: "What does that look like?" when exploring examples.

Here's a sample:

- Team Value: **COURAGE**
- Guideline: We will speak directly to a teammate if something they have done hurts our feelings.
- School Context: If a teammate does not want to do group work with us, we will have a conversation with them face to face and try to understand why.