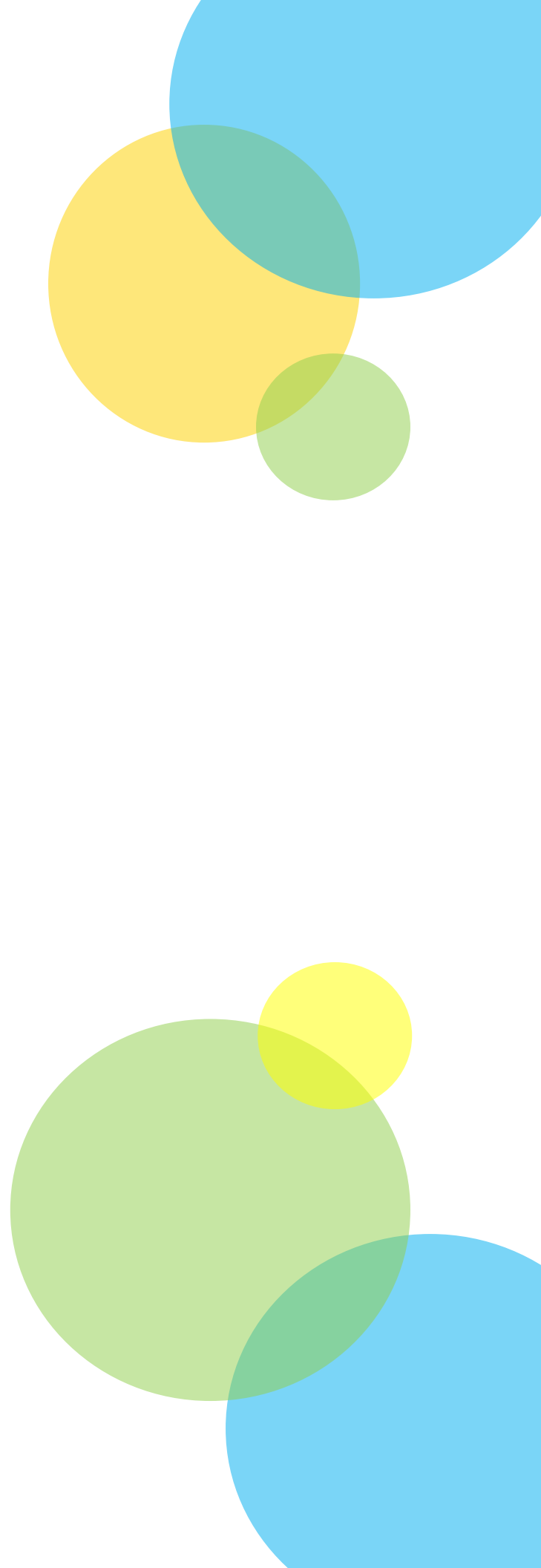


ADMINISTRATION DIVISION

VALUES REINFORCEMENT

Toolkit for Managers of People



ADMINISTRATION DIVISION

We acknowledge that our values are aspirational. We approach them with a sense of optimism. We give each other permission to challenge our behaviour.



OUR VALUES

TEAMWORK

We value Teamwork. We have common goals and succeed or fail as a team.

- We rely on each other. We work cohesively, inclusively and interdependently.
- We strive to be humble, to be open to coaching, to share information willingly, to maintain balance, and to understand teamwork equals collaboration.
- We are connected, and respond to requests for help, however disguised.
- We ask for assistance.
- When we have a problem, we take a University perspective. We park our egos and agendas at the door.
- Good teamwork requires respect.
- We help our teammates to reach their goals and aspirations. We give them freedom to choose how to accomplish their goals.
- Since we are all in this together, we work jointly, not at odds with one another.
- We recognize the strengths of others and seek to optimize their use.
- We encourage others and praise good work.
- We are willing to give and receive constructive criticism.
- We work with team members to achieve the best possible result.
- We listen to, and respect team members, valuing all opinions.

RESPECT

Respect involves a genuine commitment to each other and all members of the team.

- We are civil, open, flexible, collegial, attentive, and responsive.
- We treat every person with respect and recognize their lives and priorities are as important as our priorities.
- We value diversity and are supportive of equality. We value all team members and respect their aspirations.
- We appreciate and value that everyone has the opportunity to contribute and bring a unique perspective to the table. We value one another's time and opinions. We give credit where credit is due and respect the input of others.
- We communicate honestly, without deceit, with our colleagues.
- We listen actively, accept feedback, and strive to compromise when our views differ.
- We take care and we pay attention.
- We demonstrate reciprocal respect, and treat others how we would expect to be treated in return. We consider the effects of our actions on all.
- We communicate proactively, and in person as appropriate, at times of disagreement or friction.
- We give and accept feedback and constructive criticism through effective communication.

ACCOUNTABILITY

Our Accountability encourages us to take measured risk and ensures we focus on the University mission, not our individual agendas.

- When we make promises and commitments, we keep them.
- We accept responsibility for our actions, our mistakes and our solutions.
- We take personal accountability for team objectives and step up when we see emerging issues.
- We understand that we all have priorities.
- We say what we will do and do what we say we will do.
- We take ownership of our roles, actions and decisions.
- We ensure effective communication.
- We diligently follow through, and work through challenges and issues as they arise.
- We are transparent in decision-making.
- We stand behind our decisions, our team and our staff.
- We have genuine appreciation for others and give praise where it is due. We sign our name to our work and trust in our own abilities.

INTEGRITY

We recognize that everyone has a role and that the team will only be successful if all members complete their tasks.

- We are always honest. We take responsibility for our actions.
- We are individuals with strong moral values.
- We act with fairness and good judgment.
- We create an ethical work culture. We never engage in unethical or misleading activities.

TRUST

We give Trust first, and we demonstrate this through honesty, reliability, integrity and consistency.

- We strive to be genuine, steadfast, inclusive and collaborative.
- We are strengthened when we have trust that we support each other. We have your back.
- We are open and honest with information across teams. We share information, even when it exposes our own mistakes or shortcomings, because we recognize we can all learn from mistakes.
- We share issues without fear of criticism and with the expectation of help.

- We value open dialog of differing views because it broadens options and helps us grow.
- We are working toward the common good, and we accept advice in that vein.
- We strive to create transparency and to live in balance, respecting each other's priorities.
- We are confident in one another, because we believe actions will be consistent with words. We rely on people's honesty and integrity.
- We respect compliance, which we differentiate from micromanagement.
- We demonstrate trust through honesty, integrity and consistency.
- We give trust first and create transparency.
- We are genuine in our interactions with others.
- We show confidence and reliance in other people.
- We show support to each other and keep promises.



The purpose of this toolkit is to give you practical ideas to help you and your teams bring the Administration Division Values to life. The following is intended to help you instill these values in daily behaviors and actions as they guide everything we do.

What are organizational values?

Values support our contributions to the mission and vision of McMaster University, as well as shape the culture of the Administration Division. They are the core of our identity – the principles, beliefs and philosophy of how we work. Values educate students, staff, faculty, and future members of the McMaster Community about what the Administration Division is all about.

Values and practices

Leading by example is the most powerful tool any leader possesses. Behavior always communicates our values. Therefore, we must be very intentional about how we model our values. We have to “walk the talk.”

The ideas below have been categorized by activity type: communication, recruitment, appreciation/recognition and performance. In addition, we have provided informational sheets on all of the values in Appendix C which you can use as a handout or email to employees. If you have any questions about these tools or if you would like to explore other ideas of how to incorporate the values into your daily practices, contact the Organizational Development team in Human Resources Services.

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Activity	Idea	Action
<p>Communication</p> <p>Communicate values actively by talking about them in team meetings and events.</p>	<p>Value of the Month</p>	<p>Add the values as a standing 5min agenda item to team meetings and focus on a different value each time.</p> <p>Discuss what the values mean in the work you do. Have team members share examples of how they have experienced this value.</p> <p>See Appendix A and C for additional conversation starters.</p>

	<p>Informal Huddle</p>	<p>Have a ten-minute team huddle to give your team a chance to reflect on the values.</p> <p>Have everyone reflect and share what they have learned and what they are proud of in relation to a different value each time.</p> <p>See Appendix A and C for additional conversation starters.</p>
	<p>Team Activities</p>	<p>Integrate the values into various team activities (e.g., Wall of Fame Recognition Board and Team Retreats).</p> <p>Contact the Organizational Development team for additional support in developing content for an activity, team retreat or workshop.</p>
<p>Recruitment</p> <p>Be upfront about our values so that potential employees know how your team operates and whether these values are aligned with their own.</p>	<p>Interview Questions</p>	<p>Include focused interview questions related to each value so that interviewees can demonstrate the value in their answer. This will allow you to assess the person’s behavior in specific situations.</p> <p>Frame your questions in a way to get to know the interviewee and be specific. For examples, instead of asking “What does Accountability mean to you?”, ask “How would you react if your team received negative feedback about a part of a project that was entirely assigned to you?”.</p> <p>See Appendix B for sample questions.</p>
	<p>Be Upfront</p>	<p>Reinforce the importance of the values to potential new employees. Use the values to describe job and team expectations.</p> <p>Just by stating the values in an interview will help candidates understand what it means to work in the Administrative Division.</p>
<p>Recognition</p> <p>Acknowledge positive behaviours and recognize employees that put the values into action.</p>	<p>Employee Recognition</p>	<p>Recognize individual employees by sending them a personal thank you card or email, mention them in a newsletter or meeting, or run an employee of the month initiative.</p> <p>Not only does recognition make employees feel appreciated and more motivated, it also reinforces the values and gives employees even more of an incentive to live them every day.</p>

	<p style="text-align: center;">Team Recognition</p>	<p>Take time to recognize the efforts of your team in a team meeting or retreat. You could choose one of the values to highlight each month.</p> <p>Be specific with your feedback. By doing this, it allows others that may be struggling on what it means to understand the behaviours associated with the value.</p>
<p style="text-align: center;">Performance</p> <p>Use the values as a guide to help change behaviors to build a safe and inclusive workplace.</p>	<p style="text-align: center;">Address Behaviours</p>	<p>Use a specific value to explain why a behavior is acceptable or not.</p> <p>For instance, instead of saying “Why are you late?”, you could say “Being late can seem disrespectful and respect is very important to us here. What can you do to address this in the future?”</p>
	<p style="text-align: center;">Development Opportunities</p>	<p>Set individual personal development objectives that relate to the values.</p> <p>Although there may not be specific training courses on a particular value, brainstorm activities such as coaching, mentoring, and facilitated discussions to help the employee develop more of an understanding and commitment to living the values.</p>
	<p style="text-align: center;">Set Goals</p>	<p>Set team or individual goals related to the values. Ensure to review progress and talk about success in how the value is being demonstrated.</p> <p>For employees involved in formal performance reviews, assess the extent to which they have exemplified the values in their work.</p>

Appendix A

Team Meeting Conversation Starters

Here are some examples of questions you can use to begin the Conversation regarding values. Start by sharing which value you would like to discuss and give the brief statement below to describe the value.

Teamwork - We value Teamwork. We have common goals and succeed or fail as a team

Respect – respect involves a genuine commitment to each other and all members of the team

Accountability – our accountability encourages us to take measured risk and ensure we focus on the University mission, not our own individual agenda.

Integrity – we recognize that everyone has a role and that the team will only be successful if all members complete their tasks.

Trust – We give trust first, and we demonstrate this through honesty, reliability, integrity, and consistency

Example Questions

1. What change can you make small or large that will help you bring the value of _____ to life in a more meaningful way?
2. Think of an example of when you have experienced or witnessed the core value of _____ demonstrated.
3. What is a challenge about practicing, promoting, and living the core value of _____?
4. In your own words what does the core value of _____ mean to you?
5. When you think about values how do you think the Administrative Division Values reflect or intersect with your own personal values.

Appendix B

Sample Interview Questions

Here are some examples of interview questions that are related to the values.

Teamwork

- Describe the most rewarding experience you have had working on a team.
- Tell us about a time when you were able to assist a coworker who was having difficulty with their workload.
- Describe a project that required input from people at different levels in the organization.

Respect

- Tell me about a time when you made a special effort to treat another person in a way which showed your respect for the other's feelings.
- Tell me about a time when you were able to demonstrate respect with someone you thought was disrespectful.
- Give me an example of a time when you actively listened in order to understand another person with whom you had a difference of opinion.

Accountability

- Give me an example of when you earned the trust of others by being dependable.
- Tell me about a time when you took responsibility for an error and were held personally accountable.
- Give me an example of when you initiated a change in process or operations in response to feedback you had received.

Integrity

- Have you ever had to present an unpopular proposal/point of view that you believed in?
- Have you ever had to present a position that you did not totally agree with?
- Has your manager/supervisor/team leader ever asked you to do something that you didn't think was appropriate? How did you respond?

Trust

- Describe a time when you were successful in dealing with another because you built a trusting and harmonious.
- Tell me about a time you have "inherited" a team or committee. What steps did you take to establish rapport with them? What did you do to gain their trust?
- Think of a situation where you distrusted a co-worker/supervisor, resulting in tension between you. What steps did you take to improve the relationship?

Appendix C

Values Handouts

Use the following pages as handouts, staff room posters or email content that you can provide to employees as you focus on the various values in your daily practices. For more information and resources, contact the Organizational Development team in Human Resources Services.

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See next page for the first handout...

TEAMWORK | RESPECT | ACCOUNTABILITY | INTEGRITY | TRUST

Our values in the Admin Division guide everything we do. We always hear that two heads are better than one and that is what **Teamwork** is really about. Here are some ways that **Teamwork** benefits us:

- Fosters creativity and learning
- Builds trust
- Teaches conflict resolution skills
- Encourages healthy risk taking
- Blends complementary strengths

TEAMWORK

We value Teamwork. We have common goals and succeed or fail as a team.

Putting Our Values into Action!

Reflect on what Teamwork means to you and share your ideas with your colleagues. What do you think is the most important quality of a team member? What do you think is the most important key to success for a team?

Do you work with someone that truly demonstrates exceptional **Teamwork**? Take some time to acknowledge your colleagues. Initiate a “go-around” of appreciations at a team or department meeting.

What practical change – small or large – can you make that will help bring the value of **Teamwork** to life in a more meaningful way?



TEAMWORK | RESPECT | ACCOUNTABILITY | INTEGRITY | TRUST

What does **Respect** mean to us in the Administration Division? It is how you feel about someone and how you treat them. Having **Respect** for someone means you admire them and/or their qualities. Showing **Respect** to someone means you act in a way that shows you care about their feelings and well-being. **Respect** is strongly encouraged for various reasons:

- Improves relationships among people
- Reduces stress
- Creates a fair environment to work in
- Boosts productivity
- Solves problems and reduces conflicts

RESPECT

Respect involves a genuine commitment to each other and all members of the team.

Putting Our Values into Action!

Reflect on what respect means to you and share your ideas with your colleagues. How do you best describe respect? What are some common signs of respect?

Do you work with someone that truly demonstrates exceptional **Respect**? Take some time to acknowledge your colleagues. Initiate a “go-around” of appreciations at a team or department meeting.

What practical change – small or large – can you make that will help bring the value of **Respect** to life in a more meaningful way?



TEAMWORK | RESPECT | ACCOUNTABILITY | INTEGRITY | TRUST

Accountability helps all of us. When we are accountable, we keep our promises and do what we say we will do.

Accountability also connects us to the University's mission and vision. Here are a few examples of how you can be accountable in your workplace:

- Take ownership
- Use lists and set goals
- Seek feedback
- Reward yourself and others

ACCOUNTABILITY

Our Accountability encourages us to take measured risk and ensures we focus on the University mission, not our individual agendas.

Putting Our Values into Action!

Reflect on what accountability means to you and share your ideas with your colleagues. What is the shared goal of your team? How do you measure and celebrate success? What role do you play as an individual in helping to achieve your team's goal(s)?

Do you work with someone that truly demonstrates exceptional **Accountability**? Take some time to acknowledge your colleagues. Initiate a "go-around" of appreciations at a team or department meeting.

What practical change – small or large – can you make that will help bring the value of **Accountability** to life in a more meaningful way?



TEAMWORK | RESPECT | ACCOUNTABILITY | INTEGRITY | TRUST

Treating others the way you want to be treated is just one way of showing **Integrity**. Individuals who show **Integrity** act with fairness and good judgment. Here are some examples of **Integrity** in the workplace:

- Honesty
- Confidentiality
- Leading by example
- Taking responsibility for your actions

INTEGRITY

We recognize that everyone has a role and that the team will only be successful if all members complete their tasks.

Putting Our Values into Action!

Reflect on what integrity means to you and share your ideas with your colleagues. Do you do what you say you are going to do? Are you comfortable with admitting mistakes? How do you handle requests for confidential information?

Do you work with someone that truly demonstrates exceptional **Integrity**? Take some time to acknowledge your colleagues. Initiate a “go-around” of appreciations at a team or department meeting.

What practical change – small or large – can you make that will help bring the value of **Integrity** to life in a more meaningful way?



TEAMWORK | RESPECT | ACCOUNTABILITY | INTEGRITY | TRUST

*I Trust you, you Trust me, we're a happy family, although it sounds easy, it is not always that simple. **Trust** is about reliability and doing the right thing. **Trust** is a characteristic that builds respect and loyalty, as well as a supportive and safe work environment. Here are some ways to build **Trust** in your workplace:*

- *Be Honest*, tell the truth and share honest information
- *Use Good Judgement*, know what information to share and when to share it
- *Be Consistent*, show up, do the work and do what you say you will do

TRUST

We give Trust first, and we demonstrate this through honesty, reliability, integrity and consistency.

Putting Our Values into Action!

Reflect on what trust means to you and share your ideas with your colleagues. Can others count on you? How do you build trust? To whom do you give your trust? Can you respect someone you do not trust, and can you trust someone you do not respect?

Do you work with someone that truly demonstrates exceptional **Trust**? Take some time to acknowledge your colleagues. Initiate a “go-around” of appreciations at a team or department meeting.

What practical change – small or large – can you make that will help bring the value of **Trust** to life in a more meaningful way?

