

Living Your Values: Building Engaged, Inclusive, and Recognised Teams

Facilitator Reference:

Module 1: Foundations of Effective Communication **– Facilitator Reference**

Slide 1: Communication Gaps

Scenario:

A manager messages their team: “Need that report ASAP.”

Half the team drops everything, rushing to finish it immediately.

Later, the manager says they meant “by the end of the day.”

A simple lack of clarity caused stress, confusion, and mistakes.

Learning Point:

What’s said isn’t always what’s understood. Clear expectations prevent wasted effort and frustration.

Discussion Questions:

- Have you ever had a message misunderstood?
 - What could the sender or receiver have done differently?
 - How do you usually check for understanding in your own communication?
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Slide 2: Active Listening

Scenario:

In a one-to-one, an employee says they're "feeling stuck."
Instead of moving on, the manager asks: "Tell me more about what's making you feel that way?"
That question opens up a meaningful conversation about growth opportunities.

Learning Point:

Listening to understand (not to reply) builds trust and psychological safety.

Discussion Questions:

- What signs show that someone isn't really listening?
 - How can active listening improve workplace relationships?
 - What phrases help you show genuine interest when someone speaks?
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Slide 3: Reflection Prompt

Scenario:

Participants think of a time they felt unheard — maybe a meeting where their idea was dismissed or a time they misinterpreted feedback.

Learning Point:

Awareness of our own communication patterns helps us become better listeners and speakers.

Discussion Questions:

- How did being misunderstood make you feel?
 - What did that situation teach you about communication styles?
 - What could you do differently next time to ensure mutual understanding?
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Slide 4: Linking Communication to Company Values

Scenario:

A company says "Respect" is one of its values, yet meetings often involve people interrupting or talking over each other.

The team introduces a new norm: “One voice at a time.”
This small change makes people feel more valued and heard.

Learning Point:

Values only matter when they show up in daily interactions — not just on posters.

Discussion Questions:

- How do our company values influence how we communicate?
 - Can you think of a time someone really lived one of those values in a conversation?
 - How can communication reflect our culture at its best?
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Module 2: Living Your Values – Facilitator Reference

Slide 1: What We Say vs What We Do

Scenario:

A company proudly lists “Work–Life Balance” as a core value, but employees feel guilty for leaving on time.

One manager decides to start leaving at 5pm and encourages their team to do the same — productivity improves because people are actually rested.

Learning Point:

Values only mean something when they’re seen and felt in action, not just stated in documents.

Discussion Questions:

- Where do you see a gap between what’s said and what’s done in your workplace?
 - What behaviours could show that a value like “balance” or “respect” is real, not just written?
 - How can leaders model values daily?
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Slide 2: The Power of Alignment

Scenario:

An organisation with “Integrity” as a value refuses a big contract when the client asks for unethical shortcuts.

They lose short-term profit — but gain staff loyalty and reputation.

Learning Point:

When actions and values align, trust grows internally and externally.

Discussion Questions:

- Have you ever seen a company act with integrity even when it was hard?
 - What did that do for the culture and morale?
 - How can teams stay aligned when under pressure?
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Slide 3: Employee Voice and Values**Scenario:**

A team introduces monthly “values check-ins” where staff share real examples of living company values.

An apprentice highlights how a senior manager supported their development — showing inclusion in action.

Learning Point:

Inviting employee stories brings values to life and builds shared ownership.

Discussion Questions:

- What’s one story from your team that reflects your organisation’s values?
 - How might sharing those stories motivate others?
 - How can values discussions be made genuine, not forced?
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Slide 4: Reflection – Your Role in Living Values**Scenario:**

A mid-level manager realises they often skip feedback conversations due to time.

They commit to one meaningful recognition chat each week, noticing immediate improvement in team motivation.

Learning Point:

Living values starts small — it's about consistent, authentic actions.

Discussion Questions:

- What's one behaviour you could change to live your organisation's values more fully?
- How might that influence your team's culture?
- What could you measure to see if that change is working?

Module 3: Inclusion as a Strategic Advantage – Facilitator Reference

Slide 1: Inclusion vs Diversity

Scenario:

A company proudly reports it has a diverse workforce. Yet, during meetings, the same two voices dominate all discussions.

After introducing “round-robin” speaking turns and encouraging quieter members to contribute, new perspectives emerge — some of which lead to process improvements.

Learning Point:

Diversity is about numbers; inclusion is about participation. You need both for true impact.

Discussion Questions:

- How do you see inclusion or exclusion showing up in your meetings?
 - What small changes could make everyone feel heard?
 - Can you share a time when a quieter voice made a difference in your team?
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Slide 2: Understanding Bias

Scenario:

A hiring manager subconsciously favors candidates who went to similar schools as current employees.

By introducing a diverse interview panel and structured questions, the team expands its talent pool and hires candidates who bring different strengths.

Learning Point:

Unconscious bias affects decisions subtly — creating awareness and structured processes mitigates its impact.

Discussion Questions:

- Can you think of decisions in your team that might be influenced by bias?
 - How could structured processes help reduce bias in hiring, promotions, or daily tasks?
 - What steps could you personally take to check your own assumptions?
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Slide 3: Perspective Swap Activity**Scenario:**

During a workshop, team members switch roles: an introvert leads a discussion, a senior manager quietly observes.

The team realizes how power dynamics influence who speaks and who's ignored. They adjust meeting formats to be more inclusive.

Learning Point:

Experiencing others' perspectives helps teams understand barriers to inclusion.

Discussion Questions:

- How do power dynamics influence who participates in your team?
 - What practices could make meetings more inclusive?
 - Have you experienced a time when a team member's perspective changed your own thinking?
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Slide 4: Key Takeaway – Making Inclusion Real**Scenario:**

A tech company introduces anonymous idea submissions. Within a few weeks, ideas from quieter staff lead to a new product feature that drives revenue.

Previously, these voices were unheard; now, inclusion directly fuels innovation.

Learning Point:

Inclusion unlocks untapped talent and insights. It's not just a moral imperative — it's strategic.

Discussion Questions:

- How might your team benefit from including previously unheard voices?
 - What systems could you introduce to capture input from everyone?
 - Can you share an example where inclusion led to a better outcome?
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Module 4: Recognition That Drives Engagement – Facilitator Reference

Slide 1: Why Recognition Matters

Scenario:

A sales team struggled with motivation until managers began sending weekly “shout-out” emails highlighting not just top sales, but effort, teamwork, and creativity.

Within six months, engagement scores improved by 15%, and staff morale visibly lifted.

Learning Point:

Recognition drives motivation, engagement, and performance — it shows people their work is valued beyond just results.

Discussion Questions:

- Can you recall a time when recognition boosted your motivation?
 - How does recognition (or lack of it) impact your team?
 - What types of recognition feel most meaningful to you?
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Slide 2: Types of Recognition

Scenario:

A company implements a peer-to-peer recognition platform, allowing employees to send “thank you” notes digitally.

Within a month, 80% of staff had either sent or received recognition, fostering a culture of support.

Learning Point:

Recognition isn't only top-down; peer-to-peer and informal recognition are just as powerful.

Discussion Questions:

- What forms of recognition exist in your team? Are they formal, informal, or both?
 - How could you encourage more peer recognition?
 - What recognition practices feel authentic versus tokenistic?
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Slide 3: Activity – Recognition Mapping**Scenario:**

Participants map current recognition practices on a whiteboard.

Most dots cluster around annual reviews or awards nights; few recognize everyday contributions.

The team realizes there's an opportunity to increase frequent, meaningful recognition.

Learning Point:

Mapping recognition helps identify gaps and opportunities to reinforce values daily.

Discussion Questions:

- Where does recognition currently happen in your organisation?
 - What moments are missing that could strengthen engagement?
 - How can you make recognition more frequent and timely?
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Slide 4: Linking Recognition to Values**Scenario:**

A company with "Support Each Other" as a core value starts "Thank You Thursdays."

Managers dedicate 2 minutes to publicly acknowledge team members who lived the value that week.

Participation spreads quickly, and the culture begins to shift.

Learning Point:

Recognition reinforces values. When people see behaviors rewarded, they repeat them, making values tangible.

Discussion Questions:

- How can recognition reinforce your company's values?
 - Can you identify recent recognition that reflected a value?
 - What new recognition practices could make values more visible?
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Slide 5: Key Takeaway

Scenario:

A team leader starts small — a handwritten thank-you note or a quick call to acknowledge effort.

Over months, these small recognitions accumulate, and employees report feeling seen, heard, and appreciated.

Learning Point:

Even small, consistent recognition creates a powerful ripple effect on engagement and culture.

Discussion Questions:

- What small recognition could you start doing this week?
 - How can you involve the whole team in giving recognition?
 - What impact could regular recognition have on engagement metrics?
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Module 5: Measuring & Sustaining Cultural Transformation – Facilitator Reference

Slide 1: Why Measurement Matters

Scenario:

A business launches a “Culture Reset” program but doesn’t measure outcomes. Six months later, initial enthusiasm fades, and no tangible change is visible.

They introduce short monthly pulse surveys, tracking engagement, recognition, and inclusion — and can now spot issues early and celebrate wins.

Learning Point:

Measurement makes cultural change visible, actionable, and sustainable.

Discussion Questions:

- Why is it important to measure cultural initiatives?
 - How might lack of measurement affect motivation?
 - What simple metrics could you start tracking in your team?
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Slide 2: Key Metrics Examples**Scenario:**

HR creates a dashboard showing:

- Engagement score
- Recognition frequency
- Inclusion index
Managers review it quarterly, celebrating improvements and addressing declines.
Staff see progress in real time.

Learning Point:

KPIs turn abstract cultural goals into actionable insights. Without them, it's hard to know if change is happening.

Discussion Questions:

- What metrics are most meaningful to your team?
 - Are there existing data points you could leverage for cultural insight?
 - How can you ensure metrics are not just numbers but drivers for action?
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Slide 3: Activity – KPI Builder**Scenario:**

Teams map current KPIs and design new culture-focused indicators.

One team tracks “% of staff feeling heard in meetings,” discovers the current score is 58%,

and sets a six-month target to reach 70% through better communication and inclusion practices.

Learning Point:

Teams can co-create KPIs that are relevant, measurable, and tied directly to values and culture.

Discussion Questions:

- Which cultural areas are easiest to measure? Which are hardest?
 - How can teams take ownership of KPIs?
 - How do you balance quantitative and qualitative measures?
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Slide 4: Storytelling & Reinforcement

Scenario:

A hospital department shares stories of staff exemplifying values on a “success wall.” Stories highlight teamwork, recognition, and inclusion. Over time, this wall becomes a cultural mirror, reinforcing desired behaviors.

Learning Point:

Stories and examples reinforce cultural change. Measurement is important, but storytelling humanizes and sustains it.

Discussion Questions:

- Can you recall a story where values were clearly lived in your team?
 - How could sharing stories encourage others to act similarly?
 - What channels could you use to make success visible?
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Slide 5: Key Takeaway

Scenario:

After six months of measurement and storytelling, an organisation sees:

- Engagement scores up 10%
- Peer recognition doubled

- Fewer reports of exclusion in meetings
Staff report feeling more connected and valued — the culture shift is measurable and real.

Learning Point:

Measuring culture and reinforcing it through storytelling and recognition ensures change is lasting, not temporary.

Discussion Questions:

- How can your team apply measurement to track cultural goals?
- What small actions could sustain momentum after initial changes?
- How do you ensure that measurement informs action, not just reporting?