

# Value-Based Decision Making Exercise



## Session Leader Preparation Sheet

This exercise allows participants to create a dialogue regarding value-based decision making after reviewing case scenarios. Please note that this exercise can effectively be combined with other Ambassador exercises or used in a session entirely devoted to Value-Based Decision Making.

<b>Purpose</b>	To participate in case scenarios in order to “practice” value-based decision-making and create a forum for discussion around the topic.
<b>Objective</b>	To understand the steps in Volvo IT’s Value-Based Decision Making Process.

### *Before the Session*

1. Anchor the decision to do the exercise in your Management Team
2. Select participants and book a meeting room. Participants should be in small groups (4-5) to work on the case scenarios and then all together for a discussion. Tables are not required for case scenario work but there should be enough room for each group to work undisturbed.
3. Decide if you intend to use a guest speaker to introduce the workshop and/or create the right atmosphere.
4. Send out an invitation at least two weeks before your meeting. Communicate Purpose and Objective, when, where, and who.
5. Select any slides you intend to use. Look for ideas in your Culture Ambassador Fieldbook. It is also a good idea to think of a specific real-life scenarios where using a value-based decision making process would be helpful.
6. There are two ways to conduct this exercise. Decide which way you will do it.
  - a. Have each group work on a different case scenario (in each case the participants must make a decision regarding a particular management situation). If you select this way, we recommend that you only do one round of scenarios because each small group will need to present their scenario to the rest of the participants in addition to their decision and process remarks.

- b. Have all of the groups work on the same case scenario. In this way, you may do two rounds of case scenarios if you would like.
7. Select the case scenarios you want to use in the session. Prepare enough copies of the scenarios so that each person in the small groups has a copy of the scenario(s) they will use.
8. Make sure the meeting room is ready with all the material needed.
9. If you intend to use a meeting evaluation, have it prepared in advance.
10. Try to come at least 20 minutes before everyone else.
11. Write the Purpose, Objective and Agenda on a flipchart so that everyone can see it during your whole session.

### **During the Session**

1. Present the Purpose, Objective and Agenda of the meeting. Highlight when you intend to end the meeting. Ask if everyone will be able to stay during the whole meeting.
2. Review the progress on “Where we are on our culture journey?”
3. Introduce the exercise by sharing the steps to be taken. Make sure everyone understands the exercise. Give room for questions and concerns.
4. Hand out the Pocket Card to each participant and ask them to review the side of the Card that is headed, “How to Make Value-Based Decisions.” Ask if there are any questions. Make sure that everyone understands the process.
5. Divide the participants into groups of 4-5. Assign each group a scenario if you are using different ones for each group (or you can have each group work on the same scenario). Hand out the appropriate scenario copies and instruction sheet to each group. Let the groups know that they will present their results to the larger group after the small group work.
6. Tell the participants they have 30 minutes to decide on their scenario. Check the groups at the 20-minute interval and see if they will need more (or less time). Let the groups know five minutes before you plan to end the discussions.
7. Monitor the group work. Make sure everyone is getting the opportunity to voice his or her view.

8. At the end of the small group work, ask each group to present their case, decision and process comments to the large group. If you are using the same case for all of the small groups, they do not need to present the case.
9. Conclude with the large group questions.
  - What was the most difficult issue in the case(s)? Did these issues relate to core values and/or personal values?
  - Was it difficult to identify the stakeholders? The values/behaviours?
  - What are the potential difficulties or traps we run into in these types of situations?
  - Did the process make it easier or more difficult to reach a decision? Why?
  - How can/will you use this approach in the future?

### **After the Session**

1. Write and send out minutes as soon as possible after the meeting. Enclose the slides and the scenarios (if requested by any of the participants). They might want to do this exercise with some of their own followers.
2. How do you intend to reinforce the team's work on value-based decision-making?

# Value-Based Decision Making

## *Small Group Instruction Sheet*

**Your objective is to make a group decision on the course of action you will take in the case scenario assigned to your group.**

1. Read the case scenario.
2. Ensure that everyone has a common understanding of the scenario.
3. Use the process outlined on the Pocket Card, “How to Make Value Based Decisions.”
4. Use the skillful discussion method during your discussion and make sure everyone is getting the opportunity to voice his or her view.
5. Once you have reached a group decision, prepare to present your results to the rest of the group. You should:
  - a. Briefly review your scenario (unless all of the groups are using the same case).
  - b. Identify your stakeholders.
  - c. Identify the relevant values and/or behaviours.
  - d. Share the course of action your group has decided upon.

### How to make Value Based Decisions

- 1 Evaluate information** available.
- 2 Consider** how your decisions might **affect stakeholders.**
- 3 Consider** what **values/behaviors** are relevant to the situation.
- 4 Determine** the best **course of action** that takes into account relevant values and stakeholders' interests.

*Make sure that your decisions leave the wanted “mental fingerprints” in the minds of your stakeholders!*

**Volvo Information Technology**