Culture Eats Strategy for Breakfast
Living into Our Values

Process Outline

Culture Eats Strategy for Breakfast is a quote by Peter Drucker, a management consultant, author, and educator. He finds that if we attend to strategy while failing to attend to culture, then the strategy will oftentimes fail.

In facilitated workshops, groups focus on their culture in order to support their mission, goals and strategies. Teams come together to identify and share their internal and/or external core values and behaviors.

Internal core values (an individual’s values) and behaviors guide and support the individual, and influence the team. Sharing individual values is a way to improve self-awareness, understand each other better, identify opportunities, and support each other.

External core values and behaviors inform decision-making and actions for the group and their work. Teams get clear about what they believe and hold important in order to ensure that their intentions, words, thoughts, and behaviors align with their shared core values.

Groups may choose to do only Part 1 of the process, or all parts.

Based on the research Dr. Brene Brown shared in her book *Dare to Lead*.

To learn more about this process, please contact Ombuds Services at ombuds@unm.edu.

**Part 1: Individual Core Values**

Pre-work (approximately 1 hour)

- Participants read excerpt from *Dare to Lead*, by Dr. Brene Brown
- Participants identify their two Internal Core Values, 3 supportive behaviors, 3 slippery behaviors, and a specific time they lived each value
- Participants prepared to share their values, and listen to the other participants

Sharing Internal Core Values (time depends on group size)

- In a facilitated discussion, participants share their values, behaviors, and examples, and provide feedback to the other participants on how they see them living their Core values
**Part 2: Shared Core Values**

Pre-work (approximately .5 hour)

- Participants select their 2 Shared Core Values, in response to this prompt:
  - As a team, what are the 2 Shared Values we want to hold to guide our actions, interactions and decision making?
- Participants input their 2 Shared Values into shared document and come prepared to share and explain their choices

Reaching Consensus on Shared Core Values (time depends on group size)

- In a facilitated discussion, participants share their suggested 2 Shared Core Values and explain what this value means to them
- Using the Nominal Group Technique (NGT) process, participants come to consensus on the 2 Core Values they will share

**Part 3: Behaviors for Shared Core Values**

Pre-work (approximately 2 hours)

- In small work groups, participants meet (without a facilitator) to come up with 3 supportive behaviors and 3 slippery behaviors for each of the two Shared Core Values
- Each small work group inputs their behaviors into a shared document, and selects a spokesperson who will share their ideas when the entire group meets next

Reaching Consensus on Behaviors for Shared Core Values (time depends on group size)

- In a facilitated discussion(s), participants share and explain their group’s suggested behaviors
- Using the NGT process, participants come to consensus on the behaviors
- During this meeting, participants begin the discussion on how they will monitor their progress in living these values and behaviors.