

Title: Norms and Values they are based on

OPENER: Encourage each participant in the training group to formulate in one sentence what justifies the existence of his/her SME (responsible organisation).

Now ask the participants to formulate 5 – 8 norms that are most common and meaningful in the daily business of their SME or organisation. Every norm should be written in one short sentence in the sense of “I do this like that”, “We always are...”, “Our organisation never does...”. Behind every norm formulated, the participants should name at least one value this norm is based on.

Give your training group 15 minutes to complete this work. Afterwards let them present the values they have found out and write down each value on a flip chart. Draw strokes if values repeat. Hold up a discussion with the group about the results on the flip chart. Which (group of) values did occur most? Which values are missing?

On another flip chart visualise the so called “value quadrangle” according to Prof. Dr. Josef Wieland (University of Konstanz, Germany). Wielands 4 set of values are

Values of Performance

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Values of Communication

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Values of Cooperation

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Values of Morality

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