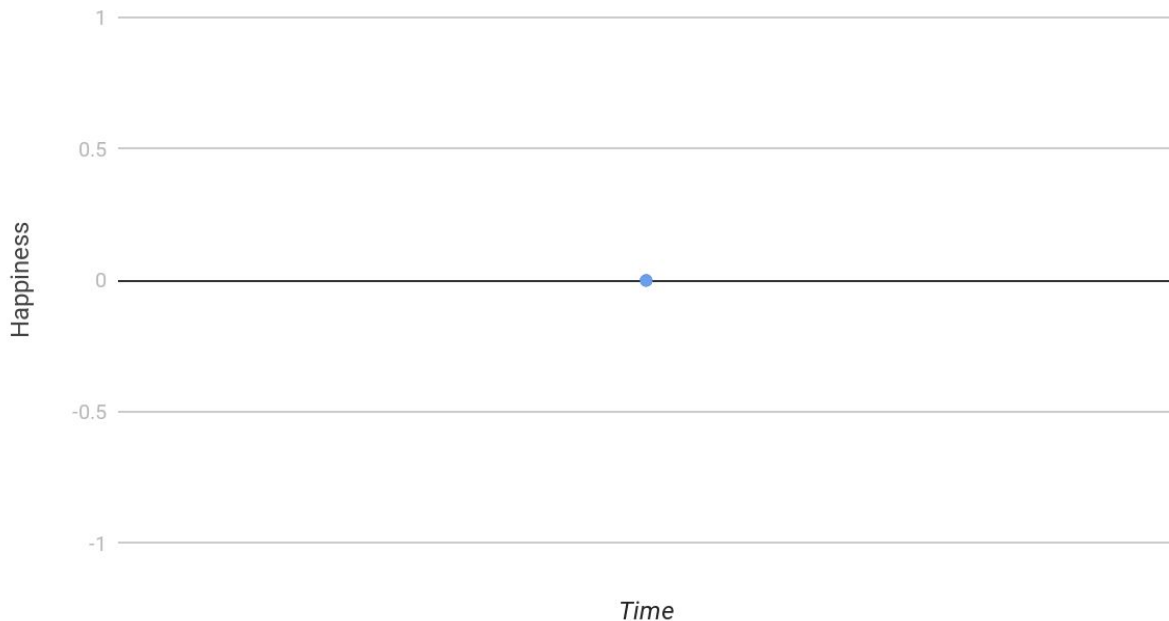


Framework 1: Peaks and Valleys

Adapted from [Dave Logan](#)

Begin the exercise with a blank line graph. The horizontal axis represents time. The vertical axis will represent happiness or satisfaction.



1. Identify 7-10 milestone events in your life, the most significant, life-changing things (positive or negative) that have happened to you.
2. Chart each milestone with a brief description
3. Identify values for each event and write them next to the appropriate event
 - For each positive event, ask yourself: "What values were present or honored that made it so satisfying for me?"
 - For each negative event, ask yourself: "What values were absent or threatened that made it so unsatisfying for me?"
4. Look at the list of values you have identified and reflect on them. Is anything missing? Can you go a level deeper?
5. Pick your top 5-6 values from your list based on how much they show up on your chart, how strongly you feel about them, or any other factors that feel relevant. These are your core values!
6. Write a sentence about each value and why it is so important to you.

Framework 2: Define Your Vibe

Adapted from [Chris Moody](#)

Look around your office or wherever your team gathers and try to attune yourself to its energy for a few minutes. What do you see? What do you feel? What do you hear? Try this in a few different scenarios:

- On the day of a big launch
- On the day of a tough challenge
- On a Monday
- On a Friday
- During a time of major change
- During a period of relative stability
- In the morning
- In the afternoon

What you see and feel will vary according to your vibe. It may be snacks and a keg. It may be serendipitous ideas formed over coffee breaks. It may be a book club, a poker game, or a volunteer initiative.

Take the aspects you uncover and ask the following question:

- Is this aspect of the company beneficial to our long-term success?
- Does this aspect need to be maintained forever and is it sustainable?
- Does this aspect apply to all areas of the company and to all employees?
- Will establishing this aspect help us make important decisions in the future?

If you answer “yes” to all of the above, you’ve identified a new potential value. If there are “no” answers, this element may not be crucial to the long-term success of the company.

Framework 3: Mission to Mars

Adapted from [Jim Collins](#)

Imagine you've been asked to recreate the very best attributes of your organization on another planet, but you only have seats on the rocket ship for 5-7 people. Who would you send?

1. **List who you would take.** Think about who would help you get to Mars and what skills they would bring to the mission. (To make things less awkward, you can't vote for yourself and, if your company is large enough, you can't select anyone on the team doing the exercise. Generally, it is best to have the Mars group not include the top members of the organization.)
2. **Identify why they made the list:** List out the values/attributes they possess that made you vote for them
3. **Brainstorm values and compare.** Using your "why," list, brainstorm how these qualities might translate into values that work for your company. Do they help your team thrive? Do they give you a clear direction, stance, and way of behaving?
4. **Repeat.** Repeat the exercise in various groups if/as needed. Compare similarities and differences between the qualities you see on your lists.

Framework 4: Sticky Notes Method

Adapted from [Hannah Alvarez](#)

1. Block off a few hours and give everyone on your team yellow sticky notes and green sticky notes.
 - On the yellow paper, write three words that describe your current culture (for better or worse).
 - On the green paper, write three words that describe your ideal team culture.
2. Place them all on a wall or easel, separated by color.
3. Have a friendly debate about the words you chose. Which ones can be combined? Which ones are *really* important?
4. Put dash marks next to the most common words and circle anything surprising. Combine words that belong together. Eliminate non-essential values and narrow down your list.
5. Narrow your short list of values and write notes on what those words mean to you.
6. Write up your list into a one-page document for the team to view and evaluate.

Tips:

- Break up the exercise into a few sessions over the course of several days to avoid overtaxing your team.
- Reassure team members that they're in a safe space. The healthy debate and freedom to propose new ideas and debate them out is what makes the exercise work.