

EXPECTATIONS AND AGREEMENTS

Executive Directors are expected make an agreement to cooperate with the Guiding Coalition team member to schedule a leadership team meeting at the branch/camp so the final version of the values can be introduced, and questions can be answered.

ED's are also expected to use this document (the talking points and frequently asked questions) to support their managers and supervisors to introduce the values and communication guidelines to the rest of the staff. They are expected to follow through with these tasks within a reasonable amount of time after the final values are given to them (two weeks?).

Managers and supervisors of each branch/camp are expected to make an agreement to use the talking points and frequently asked questions to share the values and communication guidelines with all staff in a timely manner (two weeks?).

Guiding Coalition members are expected to support ED's, managers, and supervisors through these tasks.



FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
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YMCA OF GREATER HARTFORD
50 State House Square, Hartford, CT 06103
GHYMCA.org • 860-522-9622

DOWNTOWN HARTFORD YMCA
90 State House Square, H1, Hartford, CT 06103
DowntownYMCA.org • 860-522-4183

EAST HARTFORD YMCA
770 Main Street, East Hartford, CT 06108
EastHartfordYMCA.org • 860-289-6612

FARMINGTON VALLEY YMCA
97 Salmon Brook Street, Granby, CT 06035
FarmingtonValleyYMCA.org • 860-653-5524

GLASTONBURY FAMILY YMCA
95 Oakwood Drive, Glastonbury, CT 06033
GlastonburyYMCA.org • 860-633-6548

HALE YMCA YOUTH AND FAMILY CENTER
9 Technology Park Drive, Putnam, CT 06260
HaleYMCA.org • 860-315-9622

INDIAN VALLEY FAMILY YMCA
11 Pinney Street, Ellington, CT 06029
IndianValleyFamilyYMCA.org • 860-871-0008

TRI-TOWN YMCA
Administrative Offices
12 North Main Street, West Hartford, CT 06107
Tri-TownYMCA.org • 860-521-5830

WEST HARTFORD YMCA
12 North Main Street, West Hartford, CT 06107
WestHartfordYMCA.org • 860-521-5830

WHEELER REGIONAL FAMILY YMCA
149 Farmington Avenue, Plainville, CT 06062
WheelerYMCA.org • 860-793-9631

WILSON-GRAY YMCA YOUTH AND FAMILY CENTER
444 Albany Avenue, Hartford, CT 06120
WilsonGrayYMCA.org • 860-241-9622

talking points

frequently
asked
questions

expectations

agreements

ABOUT THE VALUES AT GHYMCA



FOR YOUTH DEVELOPMENT®
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THE VALUES AND COMMUNICATION AT GHYMCA

WHY WE'RE DOING THIS

In May 2018 the leadership team and select managers created an action plan to answer the question:

"What are all the **actions** that must be taken for GHYMCA to ... achieve optimum financial, employee engagement, and customer experience results in the next two years?"

The top priority **action** identified that day was to

"... define, live, and exemplify our operational (observable) shared values."

A leader is someone who has followers. Successful leaders behave in a way to create credibility and trust. Operational values behaviors describe how successful leaders can create credibility and trust. This attracts followers and leaders who consistently follow values behaviors encourage high performance from their followers.

A major strategy of GHYMCA is to build member loyalty (reduce member turnover). Values behaviors define a healthy culture with open and honest communication. Members and employees appreciate open and honest communication. The values define how everyone can create a safe/brave space for open and honest communication. The values are part of a healthy culture.

A healthy culture also requires a clear Vision (We Build Lifelong Success), a clear Mission (Charitable association open to all and committed to helping people develop their fullest potential in spirit, mind, and body by living the values of caring, honesty, respect, and responsibility), a compelling Strategy, and effective leadership. When these elements are clear and communicated frequently, employees know what to do and they do it well.

TALKING POINTS

We want everyone to appreciate how:

- It takes time and everyone has an opportunity to contribute in a positive way to create the culture we want.
- Everyone must improve the quality of their interactions if we are to be successful. Everyone must make a genuine effort. Values behaviors help us improve the quality of every interaction.
- Everyone has an opportunity and obligation to personally contribute and improve their interactions by using the tools of L.E.A.D. with Trust and The White Flag®.
- Values behaviors build trust with every interaction.
- Leaders' behaviors influence employees' behaviors. Employees are always observing their leaders.
- Leaders maximize credibility and trust when they follow values behaviors.
- Member and employee retention improve (reduced turnover) when leaders follow values.
- Revenue increases when member retention improves.
- Everyone must improve the quality of their interactions if we are to be successful. Values behaviors help us improve the quality of every interaction.
- Open and honest conversation requires trust. Our values create trust.
- Following values behaviors is simple to understand and not always easy to do.



support

**WE BUILD
LIFELONG
SUCCESS**

motivation impact collaborate adults seniors thanks wellness change youth community opportunity together positive possibility volunteers partners family hope success

FREQUENTLY ASKED QUESTIONS – FAQ

Q: What have we done so far?

A: We created an action plan on May 28, 2018 with 25 key participants from all the branches and camps.

We formed a Guiding Coalition Team which is responsible for implanting the plan, creating a trusting culture and addressing barriers.

The Guiding Coalition created the operational values statements and communication guidelines and shared them with all the branches and camps to get comments and suggestions.

70 managers and supervisors were trained in the new tools of L.E.A.D. with Trust and the White Flag®.

5 internal facilitators were certified to deliver the L.E.A.D. with Trust and the White Flag® tools training to each of the branches and camps.

Q: What can I do to improve my relationship with manager or my co-worker(s)?

A: In the next 12 months, each of the branches and camps will be trained to use tools which will help every employee to manage their values behaviors. These tools will help every employee to know how to build trust with their co-workers and managers in every interaction. These tools can be used in our personal lives too (We Build Lifelong Success).

Q: What role do I play to help others to follow values?

A: We believe that everyone wants to do a good job. We believe mistakes are unintentional. Our number one responsibility is to follow values, especially when we make mistakes or when we see mistakes from others. We can then help each other improve with feedback (We Build Lifelong Success). The upcoming training will help everyone to both give and receive feedback.

Q: Don't leaders need to "walk-the-walk" first? What happens if leaders are not following values?

A: We believe mistakes are unintentional. This is true for everyone including managers. The tools in the upcoming training will enable everyone to increase awareness and improve. This means everyone, especially managers.

Q: What if an employee demonstrates a pattern of behavior inconsistent with the values behaviors? What do you do?

A: The operational values provide a clear standard of behavior. This standard sets the stage for exceptional performance of the individual and the organization. This can create a challenge for some employees. Some may be either unable or unwilling to meet this standard. Perhaps they need coaching.

If an employee demonstrates a pattern of behavior inconsistent with the values, they are asking for help. They are often asking for coaching. A very small percentage may not be ready to make the change. They may need a performance improvement plan or perhaps they are saying, "It's time for me to leave".