

Values Check-In

Living our Values and Behaviors

Our Values and Behaviors guide how we put Health First. They're shorthand for the ideals we want to uphold as a company, and the actions we want every associate to take in helping us do so.

For our Values and Behaviors to stick, we need your help—to translate them for your team, give them context, and model the changes that need to be made so that your team consistently lives our Values and Behaviors.

This guide prepares you to facilitate a conversation with your team about our new Values and Behaviors—specifically, how to introduce, translate, and apply them to your team's everyday work.

PURPOSE Introduce our Values and Behaviors and help your team understand how to apply them in their everyday work	
LENGTH + FREQUENCY 60 minutes, twice a year	ATTENDEES All direct reports
FORMAT In-person or virtual	MATERIALS "Values and Behaviors" section of Health First Guide; Practice Guide: Living our Values and Behaviors

BEFORE THE CONVERSATION

- Study the Values and Behaviors.** Think about how they apply to your team and their work. Know the material well enough so that you feel comfortable and a few steps ahead of the conversation as it unfolds.
- Help your team prepare.** The conversation is an opportunity to create real connection between your team's everyday work and our refreshed Values and Behaviors. Think about what your team might need to know in advance so that they show up primed to participate. You may ask them to review the "Values and Behaviors" section of the Health First Guide before the Check-In, for example.
- Have a plan for timing and structure.** Create an agenda with enough time to settle in and with prompts to spark meaningful discussion. Use the "Practice Guide" to help you facilitate. Cultivate an environment where people are listening to each other and learning more about their teammates' unique perspectives and experiences.

DURING THE CONVERSATION

- Introduce our refreshed Values and Behaviors.** To open the question, have a personal, candid reflection about what the Values and Behaviors mean to you as a leader to open the conversation.
- Introduce the Practice Guide.** Use the document to facilitate a group (or small group) discussion(s) about how we can practice our Values and Behaviors.
- Listen more than you talk.** Once you create a safe space, let your team fill it and focus on listening to learn, not to plan what you'll say next.
- Spark participation and discovery.** When you feel an important idea has been shared, play back what you heard and then ask open-ended questions to elicit the team's thoughts on it.

AFTER THE CONVERSATION

- Model our values.** Lead by example and embody being caring, curious and committed in every interaction.
- Clarify team commitments.** Complete the "Practice Guide" to capture key themes from the discussion. Then present and distribute it to your team for greater accountability.
- Prioritize what comes first, then act.** Share the "Practice Guide" with your leader and get aligned on the changes you'll put into action first.
- Measure, discuss, and adjust.** Use the mid-year check-ins with your team to discuss how the changes feel and to invite suggestions for refinement or further iteration.