

People and Culture



Metro North Health

CULTURE & ENGAGEMENT



People and Culture Programs

Values in Action Team Charter Facilitation guide

A practical guide to help your team co-design shared behaviours aligned to Metro North Health's Values in Action (ViA) Framework



Metro North Health acknowledges the Traditional Custodians of the Land upon which we live, work and walk, and pay our respects to Elders both past and present.

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Introduction

Every team at Metro North Health plays a vital role in creating a safe, inclusive and high-performing environment for our patients, consumers and workforce. Our five organisational values, **Compassion, Integrity, Respect, Teamwork and High Performance**, guide how we work and how we support one another.

A Team Charter enables a team to translate these values into clear, practical behaviours that reflect how the team wants to work together. It creates a shared language and set of expectations about how we treat one another, how we do our work, and how we address behaviours that fall below expectations.

When used well, a Team Charter supports psychological safety, strengthens trust and accountability, and helps teams work more consistently and respectfully.

How to use this guide

This guide is designed for leaders, supervisors or facilitators to support a team to create their own Team Values Charter.

The guide is intentionally flexible. It can be delivered as a single three-hour session or broken into shorter segments across multiple meetings to suit your team.

The guide is structured in two parts:

- **A step-by-step facilitator guide** that shows what to do, what to ask, and what resources to use
- **Appendices** that provide optional activities, prompts and templates to support facilitation and ongoing use of the Charter

Leaders may choose to print only the facilitator steps to run the session, and refer to the appendices as needed before, during or after the session. Leaders are not expected to use every appendix in one session.

What is a team values charter?

A Team Values Charter is a **collaboratively created agreement that describes how a team works together**, grounded in Metro North Health's organisational values.

A Team Charter clarifies:

- The behaviours the team commits to
- The culture the team wants to foster
- How team members support one another
- How unhelpful behaviours will be addressed
- How the team will hold itself accountable

A Team Charter is not a policy. It is a shared agreement that belongs to the team and evolves over time.

Session Overview

Time: Approximately 3 hours total (flexible)

Participants: Any team or workgroup

Materials:

- Flipchart or whiteboard
- Butchers paper or A3 sheets (one per value)
- Sticky notes, markers, voting dots
- Printed worksheets and templates as required

Values in Action: Compassion, Integrity, Respect, Teamwork, High Performance

Facilitator guide: Step-by-step overview

The table below provides a simple, practical overview of the facilitation steps. More detailed guidance and optional tools are provided in the appendices.

Step	Time	Content	Facilitator prompts	Facilitator notes	Resources
1	10 – 15 mins	<p>Introduction</p> <p>Introduce MNH’s five organisational values within the Values in Action (ViA) Framework.</p>	<p>Ask the team:</p> <ul style="list-style-type: none"> “Why are values important for our team?” “What would a great team culture look & feel like?” 	<p>Emphasise that this activity is about creating a shared agreement for how the team works together. It is not a performance management exercise.</p> <p>Capture key words & phrases for later reference.</p>	<ul style="list-style-type: none"> PowerPoint presentation [Slides 1 – 5] Whiteboard
2	10 – 15 mins	<p>Explore the perfect workplace.</p>	<p>Ask the team:</p> <ul style="list-style-type: none"> “What does our ideal workplace feel & look like?” “What are people doing or not doing?” 	<p>Capture behaviours, feelings, & environmental cues.</p> <p>Keep this list visible throughout the workshop. It helps ground later discussions in team aspirations.</p>	<ul style="list-style-type: none"> PowerPoint presentation [Slide 6] Whiteboard
3	30 mins	<p>Activity: Identify personal values.</p> <ol style="list-style-type: none"> Distribute the worksheet to all participants (1 per person). Ask each person to select their top 10 values, gradually eliminating to a final 3 values through guided steps. 	<p>Discuss as a group:</p> <ul style="list-style-type: none"> “What do these values mean to you at work?” “How do our values align as a team?” “How do they connect with MNH’s values?” 	<p>This step builds understanding & psychological safety. Allow space for reflection & sharing without pressure.</p>	<ul style="list-style-type: none"> PowerPoint presentation [Slides 7 – 10] “What are your values” worksheet (1 per person).
4	30 – 45 mins	<p>Activity: Define behaviours for each value.</p> <ol style="list-style-type: none"> Set up five stations around the room – one for each value. Place a large sheet of butcher paper or A3 flip chart paper at each station 	<p>As teams are rotating through each value, encourage them to discuss:</p> <ul style="list-style-type: none"> “What does this value look like in action?” “What are helpful & unhelpful behaviours?” 	<p>Encourage behaviour statements that are:</p> <ul style="list-style-type: none"> Specific Observable Actionable 	<ul style="list-style-type: none"> PowerPoint presentation [Slides 11 – 13] “Team behaviour prompts” document (Appendix B)

		<p>with the value clearly written at the top.</p> <p>2. Invite teams to rotate through the stations & discuss. This is where the team behaviour prompts document will assist teams in describing behaviours in clear, observable & meaningful terms.</p> <p>3. Ask team members to write or add behaviours to each sheet. Encourage participants to capture both:</p> <ul style="list-style-type: none"> ○ Behaviours that strengthen the team's ideal culture ○ Behaviours to avoid, especially those that undermine a safe, respectful or high-performing environment. <p>4. Bring the group together to review each sheet, discuss themes & identify what resonates most for the team.</p>		Avoid vague statements that can be interpreted differently by different people.	
5	15 – 20 mins	Prioritise key behaviours.	<p>Discuss:</p> <p>5. <i>“Do these behaviours represent who we want to be?”</i></p> <p>6. <i>“Are these specific & observable?”</i></p>	Ensure behaviours are both aspirational & realistic.	<ul style="list-style-type: none"> • PowerPoint presentation [Slide 14] • One participant to receive 3-5 voting dots for each value.
6	20 mins	Agree & reflect on behaviours.	<p>Review the prioritised behaviours & explore:</p> <p>7. <i>“Do we all commit to demonstrating these?”</i></p> <p>8. <i>“What would help us uphold them?”</i></p> <p>9. <i>“How will we respectfully address unhelpful behaviours?”</i></p>	This step builds the social contract of the team & sets the foundation for team accountability.	<ul style="list-style-type: none"> • PowerPoint presentation [Slide 15]

7	15 mins	<p>Create the Team Charter.</p> <ul style="list-style-type: none"> • Compile the agreed behaviours under each value. • Create a final, clean version to display in the team area & a digital copy for easy access. 		<p>Treat the Charter as a live document that grows with the team.</p>	<ul style="list-style-type: none"> • PowerPoint presentation [Slide 16] • Team Charter template
8		<p>Live the Team Charter.</p> <p>Embedding the Charter in everyday practice ensures it remains meaningful & active.</p>			<ul style="list-style-type: none"> • How to embed the Team Charter. • Monitor how the team is experiencing the Charter.
9		<p>Lead by example.</p> <p>Leaders play a critical role in sustaining the Charter.</p> <ul style="list-style-type: none"> • Model the agreed behaviours consistently. • Celebrate positive behaviours. • Address concerns fairly & respectfully. 		<p>Leadership visibility builds trust & accelerates cultural alignment.</p>	<ul style="list-style-type: none"> • PowerPoint presentation

Embedding the Team Charter:

To keep the Charter meaningful:

- Display in prominently
- Refer to it in team meetings, huddles and handovers
- Use it in one-on-one conversations.
- Highlight how decisions, actions, or outcomes reflect the Charter behaviours.
- Use the [Values Spotlight activity](#) to reinforce positive examples.

Encourage feedback and improvement

- Invite suggestions for updates.
- Reflect on helpful and unhelpful behaviours as they arise.
- Capture real examples of values in action using the [story capture prompts](#).

Monitor how the team is experiencing the Charter

Use short quarterly **pulse checks** to understand whether behaviours are being lived and where support is needed.

Pulse checks can be completed anonymously using Microsoft Forms, Slido or MS Teams polls.

Suggested **pulse check questions** include:

- 1) *I feel our team consistently demonstrates our agreed behaviours.*
- 2) *We address issues respectfully and constructively when behaviours slip.*
- 3) *Our work environment feels safe, inclusive, and supportive.*
- 4) *I see leaders modelling our Team Charter behaviours.*
- 5) *I feel proud of how our team lives our values.*

Optional prompts:

- 1) *“One behaviour we lived really well this month was...”*
- 2) *“One behaviour we could improve is...”*
- 3) *“A values moment worth celebrating is...”*

Review every 3–6 months to keep it relevant and complete an annual reflection using the [Annual Charter Reflection Template](#) in Appendix F to help review, refresh and refine the behaviours.

Support

If you need help facilitating or tailoring the activity, contact:

1. People and Culture Programs team at mnvalues@health.qld.gov.au
2. Or your local [People and Culture Partner](#).

Appendices

Appendices A to F provide optional activities, prompts and templates to support facilitation and ongoing use of the Team Charter. These resources are designed to be used as needed and do not need to be printed or used all at once.

Appendix	Resource	Purpose	When do I use this?
<u>Appendix A</u>	<i>What are your values</i> activity sheet and instructions.	Supports individual reflection on personal values and builds shared understanding across the team.	Use during step 3 to explore personal values and how they connect to team and organisational values.
<u>Appendix B</u>	<i>Team behaviour prompts</i> document.	Helps teams describe behaviours in clear, observable and meaningful ways.	Use during step 4 when defining behaviours for each Metro North value.
<u>Appendix C</u>	<i>Team Charter Template (A3)</i> .	Provides a structured format to capture the team's agreed behaviours under each value.	Use during step 7 to compile and finalise the Team Charter.
<u>Appendix D</u>	<i>Values Spotlight activity</i> .	Reinforces values by recognising and discussing real examples of behaviours in action.	Use after the Charter is created in team meetings, huddles or handovers to keep the Charter alive.
<u>Appendix E</u>	<i>Story Capture Template</i> .	Provides a simple way to capture and share real examples of behaviours in action.	Use ongoing to record positive examples, learning moments or reflections linked to the Team Charter.
<u>Appendix F</u>	<i>Annual Charter Reflection Template</i> .	Supports a structured annual review of how the team is living its Charter, celebrating strengths and identifying improvement actions.	Use every 12 months or as part of regular team reflection and planning cycles.

Appendix A: What are your values activity sheet and instructions

Purpose: To help individuals' reflection on the personal values that guide how they show up at work and build understanding across the team.

This activity supports empathy, psychological safety and deeper connection between team members.

Instructions:

1. Review the list of values provided.
2. Select **10 values** that resonate most strongly for you in and out of the workplace.
3. Now you have selected your ten values, put on your 'work hat' and think about the values that are most important to you at work.
 - Ask participants to cross out 3 of values you have circled, leaving 7 values remaining.
 - Ask participants to cross out another 3 values, leave 4 values remaining.
 - Finally, ask participants to cross out one final value, leaving 3 values (their top 3 values).
4. Reflect individually, then discuss as a group:
 - *"Why do these values matter to me at work?"*
 - *"How do they influence my behaviour, communication or decisions?"*
 - *"Where do my values align with the team and Metro North values?"*



What are your Values?

Metro North Health

Circle 10 values that matter to you most

Achievement	Friendship	Nature
Acceptance	Fulfilment	Nurture
Adventure	Fun	Order
Beauty	Gratitude	Passion
Challenge	Happiness	Patience
Compassion	Health	Peace
Connection	High performance	Power
Consistency	Home	Respect
Courage	Honesty	Safety
Creativity	Hope	Security
Dignity	Independence	Self-respect
Diversity	Inclusion	Spirituality
Encouragement	Inner peace	Structure
Efficiency	Integrity	Support
Equality	Joy	Teamwork
Faith	Leadership	Trust
Fairness	Learning	Wealth
Family	Love	Wisdom
Freedom	Loyalty	Winning

Appendix B: Team behaviours prompts document

Purpose: To support teams to define behaviours in clear, observable, and meaningful ways.

Use these prompts when defining behaviours for each value:

Looks like:

- *What actions do we see?*
- *How do people behave?*
- *What habits or routines are present?*

Sounds like:

- *What language is used?*
- *How do people speak to one another?*
- *What phrases or tone reflect this value?*

Feels like:

- *How does it feel to work here?*
- *What emotions are present?*
- *What is the impact on safety, trust and belonging?*

Unhelpful behaviours:

- *What undermines this value?*
- *What behaviours make it harder to feel safe, respected or supported?*

Examples of Respect

Looks like	Sounds like	Feels like	Unhelpful behaviours
Inclusive interactions.	"Thank you for sharing that".	Safe.	Interrupting.
Professional conduct.	"Can you help me understand your view?".	Valued.	Dismissing or talking over others.
Active listening.	Calm tone, non-judgemental language.	Considered.	Ignoring or excluding input.
Acknowledging contributions.	Clear, considerate communication.	Appreciated.	Eye-rolling or negative body language.

Examples of Integrity

Looks like	Sounds like	Feels like	Unhelpful behaviours
Consistency between words and actions.	"Here's why we made this decision".	Trust.	Blame-shifting.
Transparent decisions.	"I take responsibility for that".	Reliability.	Withholding information.

Keeping commitments.	"Let's do what's right, not what's easy".	Confidence in leadership and processes.	Acting inconsistently.
Owning mistakes.	Clear expectations and accountability.	Honesty.	Making excuses.

Examples of Compassion

Looks like	Sounds like	Feels like	Unhelpful behaviours
Checking in and supporting others.	"How can I help?".	Supported.	Cold or dismissive responses.
Making time for people.	"Are you okay today?".	Understood.	Lack of empathy.
Small demonstrates of care.	"Take the time you need".	Connected.	Ignoring distress.
Awareness of pressures and wellbeing.	Empathetic tone, warm communication.	Cared for.	Being impatient with others.

Examples of Teamwork

Looks like	Sounds like	Feels like	Unhelpful behaviours
Collaboration and joint problem-solving.	"Let's work through this together".	Unity.	Withholding support.
Sharing information.	"Here's what I can contribute".	Mutual support.	Siloing or working isolation.
Offering support proactively.	"Who else needs to know this?".	Shared purpose.	Competitiveness at the expense of collaboration.
Celebrating wins together.	Encouraging, inclusive language.	Belonging.	Undermining others.

Examples of High Performance

Looks like	Sounds like	Feels like	Unhelpful behaviours
Initiative.	"What's the best way to approach this?".	Achievement.	Cutting corners.
Continuous improvement.	"Here's what I've already tried".	Progress.	Disengagement.
Clear priorities and follow-through.	"Let's improve this process."	Clarity.	Putting in minimal effort.
Quality work and preparation.	Solution-focused conversations.	Pride in work.	Avoiding accountability.

Appendix C: Team Charter Template (A3 size)

		Metro North Health		CULTURE & ENGAGEMENT	
<h3>Team Values Charter</h3> <p>How we live the Metro North Values in Action</p>					
Team / Workgroup: [Insert team / workgroup here]		Date created: [Insert date here]		Next review date: [Insert next review date here]	
<p>At our best, we:</p> <ul style="list-style-type: none"> [Insert text here] [Insert text here] [Insert text here] 	<p>At our best, we:</p> <ul style="list-style-type: none"> [Insert text here] [Insert text here] [Insert text here] 	<p>At our best, we:</p> <ul style="list-style-type: none"> [Insert text here] [Insert text here] [Insert text here] 	<p>At our best, we:</p> <ul style="list-style-type: none"> [Insert text here] [Insert text here] [Insert text here] 	<p>At our best, we:</p> <ul style="list-style-type: none"> [Insert text here] [Insert text here] [Insert text here] 	
Compassion	High performance	Integrity	Respect	Teamwork	
<p>We commit to addressing:</p> <ul style="list-style-type: none"> [Insert text here] [Insert text here] [Insert text here] 	<p>We commit to addressing:</p> <ul style="list-style-type: none"> [Insert text here] [Insert text here] [Insert text here] 	<p>We commit to addressing:</p> <ul style="list-style-type: none"> [Insert text here] [Insert text here] [Insert text here] 	<p>We commit to addressing:</p> <ul style="list-style-type: none"> [Insert text here] [Insert text here] [Insert text here] 	<p>We commit to addressing:</p> <ul style="list-style-type: none"> [Insert text here] [Insert text here] [Insert text here] 	
<p>How we will live this Charter</p> <ul style="list-style-type: none"> [Example: Refer to the Charter in team meetings and conversations] [Example: Recognise and celebrate behaviours aligned to our values] [Example: Speak up respectfully when behaviours do not align] [Example: Use the Values Spotlight activity regularly] 			<p>Review and commitment</p> <p>How we will check progress:</p> <ul style="list-style-type: none"> [Example: team discussions] [Example: Pulse checks] [Example: One-on-one conversations] [Example: Annual Charter reflection] 		
<p>Agreed by the team on: [Insert date here]</p>			<p>Leader / Facilitator: [Insert leader / facilitator here]</p>		
<p>V[Version] Effective: [Effective Date] Review: [Review Date]</p>					
					

Appendix D: Values Spotlight Activity

Time: 5 – 10 minutes.

Optional Tools to use: ViA Framework, Look-Feel-Sound team behaviour prompts, Team Values Charter (for alignment)

Participants: Team.

Values in Action: Compassion, Respect, Teamwork, Integrity, High Performance.

Outcomes: A simple, high-impact activity to bring the Metro North values into everyday team conversations.

Purpose

The Values Spotlight helps teams recognise, discuss, and deepen shared understanding of the Metro North Values in Action (ViA) behaviours. It strengthens team culture by:

- Making values visible in everyday work
- Identifying positive behaviours worth reinforcing
- Surfacing value tensions, dilemmas, and learning opportunities
- Encouraging reflection, alignment, and psychological safety
- Building consistency across teams and leaders.

When to use this activity

- At team meetings (5-10 minutes)
- During leadership huddles
- At the start of a project or cycle
- After a challenging event, safety incident, or service pressure
- During onboarding or team transitions
- As part of recognition or celebration moments.

How to run the activity

Step 1: Choose a value to spotlight (1 mins)

Select one ViA value for that meeting (e.g. Compassion, Teamwork etc.).

Tip: You may rotate through values each month or choose based on current priorities.

Step 2: Share a real example (2-3 mins)

Invite one team member (or the leader) to share:

- A moment they **observed** or **personally demonstrated** the value in action, or
- A moment they **received** support aligned to that value

You may prompt with:

- *“What did the behaviour look, feel, or sound like?”*

- *“What impact did it have on you or others?”*

Step 3: Reflect as a team (2-3 mins)

Ask 1-2 quick questions to deepen understanding:

Reflection prompt options:

- *“What made this a great example of our ViA behaviours?”*
- *“What enabled this behaviour?”*
- *“How does this example help clarify ‘what good looks like’ for us?”*
- *“What could we build on or try next time?”*
- *“What value-based behaviours are critical over the next month?”*

Keep it quick and positive.

Step 4: Identify one small action (1 min)

Close with a simple, achievable action the team can take before the next meeting.

Examples:

- *“This month, let’s check in more intentionally with each other.”*
- *“Let’s bring Teamwork into our handover conversations.”*
- *“Let’s recognise one colleague each week who demonstrates Integrity.”*

Capture the action in your meeting notes.

Variations

1. The recognition spotlight (2–3 mins)

This variation helps embed peer-to-peer recognition.

A team member recognises another person:

- *“I saw you demonstrate Compassion when you...”*
- *“This behaviour made a positive difference because...”*

2. The dilemma spotlight (5–7 mins)

This variation supports integrity, safety and consistent decision-making.

Use when a values tension arises. Ask:

- *“Which values were in tension here?”*
- *“What made the decision difficult?”*
- *“What behaviour aligns most strongly with our ViA expectations in this scenario?”*

3. The future focus spotlight (2–3 mins)

This variation is perfect for service pressure or change periods. Ask:

- *“Which ViA value do we need to lean into this week?”*
- *“What behaviour will help us be at our best during this peak period?”*

Appendix E: Story Capture Template

Story capture template

A simple framework for capturing and sharing real examples of values in action.

Purpose: To collect meaningful stories that demonstrate behaviours aligned to the Metro North [Values in Action \(ViA\) Framework](#). Stories help teams learn, connect emotionally, and build pride.

What happened?

- *What was the situation or challenge?*

- *Who was involved?*

- *What needed to be achieved?*

Which value(s) were demonstrated?

- Compassion Integrity Respect Teamwork High Performance

What behaviours were demonstrated?

Use the “look, feel, sound” language or team charter behaviours.

- What did the person **do**?

- What did they **say**?

- How did they make others **feel**?

What impact did it have?

- On patients/consumers:

- On the team:

- On service delivery or outcomes:

What can we learn from this story?

- What does this show about our team at our best?

- Which behaviour should we keep doing or amplify?

- How does this reinforce our Team Charter?

Optional prompts

- *“When have you seen a colleague go above and beyond?”*
- *“What story shows us living our Team Values Charter?”*
- *“Which behaviour made a positive difference this month?”*

Appendix F: Annual Charter Reflection Template

The purpose of this template is to support a structured review of how well the team is living its Team Charter, to celebrate strengths, identify opportunities for improvement, and agree on shared actions for the next 12 months. It enables meaningful reflection, strengthens accountability, and helps keep the Charter relevant and active in day-to-day work.

Section 1: Team values check in

Begin with a broad reflection on how the team has lived the Metro North values over the past year.

Set the scene:

“Today, we are reviewing our Team Charter to reflect on how we lived our behaviours and where we want to grow. This is a safe space, everyone’s experience matters.”

Prompts:

- *“What do we want this conversation to achieve?”*
- *“Which value was most strongly demonstrated this year?”*
- *“Which behaviours were most consistently lived day-to-day?”*
- *“Which behaviours need strengthening or clearer expectations?”*

Encourage team members to reference examples, stories or key moments.

Section 2: What worked well

Explore moments of excellence and success that align with the Team Charter.

Prompts:

- *“What helped us uphold our Charter this year?”*
- *“Which changes, initiatives or habits strengthened our values?”*
- *“What examples of team pride, collaboration or positive stories stand out?”*
- *“Where did we live our behaviours really well?”*
- *“Which stories from this year show us at our best?”*

This section reinforces psychological safety and builds shared ownership.

Section 3: Explore challenges and tensions

Identify areas where behaviours were difficult to uphold or where values seemed to conflict.

Prompts:

- *“Where did we struggle to live our behaviours?”*
- *“What value tensions emerged (e.g., High Performance vs Compassion)?”*
- *“How did we respond when behaviours slipped?”*

This helps create shared awareness and strengthens accountability.

Section 4: Improvement opportunities

Focus on practical steps the team can take to grow, support each other, and strengthen culture.

For each value:

- *“Is this behaviour still relevant?”*

- “Do we see it day-to-day?”
- “Any behaviours we need to write, add, or remove?”

Prompts:

- “Which behaviours need clearer expectations, coaching, or support?”
- “What processes, routines, or habits should we refine?”
- “What should we stop, start, or continue doing as a team?”

Encourage the team to identify actions that are realistic and measurable.

Section 5: Actions for the next 12 months

Agree on clear priorities and shared commitments. Record the following:

- 1. Top 3 priority behaviours to strengthen.**
- 2. Actions we commit to (team and leader)**
- 3. How progress will be checked:**
 - Quarterly team pulse check
 - Inclusion in team meetings
 - Six-monthly or yearly review
 - One-on-one check-ins

4. Pulse check options:

Pulse checks can be completed:

- Anonymously via Microsoft Forms
- Anonymously in team meetings using Slido or MS Teams polls

You may ask team members to rate their experience with the values, behaviours and culture using the following statements:

Pulse check questions:

- 1) I feel our team consistently demonstrates our agreed behaviours.
- 2) We address issues respectfully and constructively when behaviours slip.
- 3) Our work environment feels safe, inclusive, and supportive.
- 4) I see leaders modelling our Team Charter behaviours.
- 5) I feel proud of how our team lives our values.

Optional open-ended prompts:

- “One behaviour we lived really well this month was...”
- “One behaviour we could improve is...”
- “A values moment worth celebrating is...”

- 5. Responsibility:**
- 6. Who is responsible for actions and follow-up?**