**LIVING UMB’S CORE VALUES: USING STANDING AND AD HOC MEETINGS  
 TO ADVANCE AND ALIGN BEHAVIORS WITH CORE VALUES**

I can show you better than I can tell you.

The key to advancing core values within the organization is in each leader consistently **reflecting** them in their own personal work behaviors and interactions. Standing and ad hoc meetings present ideal opportunities to demonstrate and model behaviors that reflect the leaders’ commitment to creating a work environment and culture that aligns with UMB’s core values.

* Demonstrate respect for everyone’s time by creating meaningful agendas and ensuring that the right people are in the room. There are few things that can erode confidence, meaningful contribution, and innovative thinking more than being asked to participate in a meeting, the subject of which you know little about or are ill-prepared to discuss.
* Start and end meetings on time. If it seems that the meeting will go over time, check in with participants before automatically extending the meeting.
* Invite participant input on the development of standing meeting agendas.
* Start meetings with expressions of support, encouragement, or recognition of standout individuals or teams or those facing unique challenges.
* Pay attention to the energy of the group. Invite participation from all members. Do not allow one person or interest to dominate a discussion. Further, if a usually active participant is unusually quiet or disengaged, follow up with a call or drop-in, to let them know that you noticed a difference.
* Express appreciation for and proactively encourage the expression of opinions that are contrary to the larger groupthink and hurried decision-making. Ask “what’s wrong with this approach or strategy?”
* Always follow up, in subsequent meetings, on tasks assigned or commitments made in previous meetings.
* Promote multidisciplinary team assignments.
* Use core values language as a natural part of meeting discussion. Don’t say, “Let’s discuss examples of the core value of Respect and Integrity.” Instead, say, “The respect and integrity you demonstrated in that situation was admirable.” We don’t want to give the impression that our core values are a new “project” — rather, that they form the framework of our culture shift process.
* Be intentional in discussing, connecting, or evaluating key decisions relative to the core values.

When discussing new initiatives, ask:

* What will you need to be successful?
* When do you expect this to be completed?
* What needs to be reprioritized for this to get done?
* What is needed to ensure that we have the capacity to take this on?

 Source: SparkVision: Infusing Core Values Into Meetings Shape

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