

Center for Health & Safety Culture

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Creating a Value Exchange Map

**A Coalition Activity to Facilitate
Intentional Conversations to
Define Roles, Clarify Needs, and
Set Priorities**



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Introduction

A community coalition brings people together to address complex community challenges and improve health and safety. Coalitions include many different stakeholders, each with different roles, perspectives, experiences, strengths, and resources. In a coalition, fostering engagement and collaboration among stakeholders requires understanding what each person can contribute to the coalition and what value the coalition can provide each person. A Value Exchange Map is an activity that helps coalitions visually see this value exchange.

The purpose of this tool is to help coalitions create a Value Exchange Map. This tool is based on the work of: Allee, V., Schwabe, O., & Babb, M.K. (2015). Value Networks and the True Nature of Collaboration. Tampa, FL: Meghan-Kiffer Press.

First, a few definitions:

- Value Exchange Map - a visual representation of the roles represented in the coalition and the value each coalition member contributes and receives through participating in the coalition.
- Value - the regard that something is held to deserve; the importance, worth, or usefulness of something.¹
- Role - the function assumed or part played by a person or thing in a particular situation.²

A Value Exchange Map helps facilitate intentional conversations to define roles, clarify needs, and set priorities. Time spent to create a Value Exchange Map can bolster engagement, commitment, accountability, and collaboration among coalition members.

When members of the coalition feel they contribute value as well as receive value in a coalition, they are more engaged and committed to their membership. This is important because participation and willingness to commit to the coalition increases the likelihood that their efforts will be sustained and their goals achieved.

When to Use This Tool

Creating a Value Exchange Map in a coalition can be helpful when a new coalition is forming or at the start of a project to clarify goals, define roles, and get to know the group members in the coalition. Creating a Value Exchange Map in the early stages of a project can foster collaboration and commitment. A Value Exchange Map is also a helpful tool when a coalition's motivation and participation is waning. A Value Exchange Map can revitalize the effort by having coalition members engage in intentional conversations about why the group has joined together to address a specific issue, what value each member brings to the group, and what value they each receive from participating. A Value Exchange Map is also helpful when coalitions update their logic model. In a large coalition, it may be beneficial to break into smaller groups of 8-12 members to create smaller Value Exchange Maps and then combine those Maps.

What a Value Exchange Map Includes

There are two elements of a Value Exchange Map: roles and values.

Roles

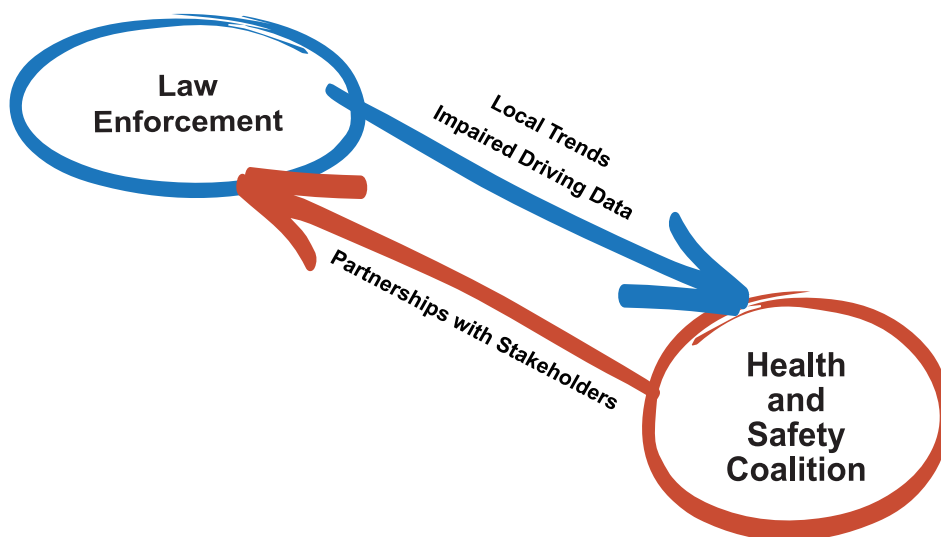
Roles include listing the job and/or responsibilities that each coalition member fulfills or represents in their community. For example, a coalition member might have the role of law enforcement officer, or city council representative, or high school teacher, etc.

The roles are represented on the Value Exchange Map with a circle around the corresponding role.



Values

Values include what members provide the coalition and what members receive from being a part of the coalition. Values are represented with arrows pointing from the role to the coalition or from the coalition to the role on the Value Exchange Map.

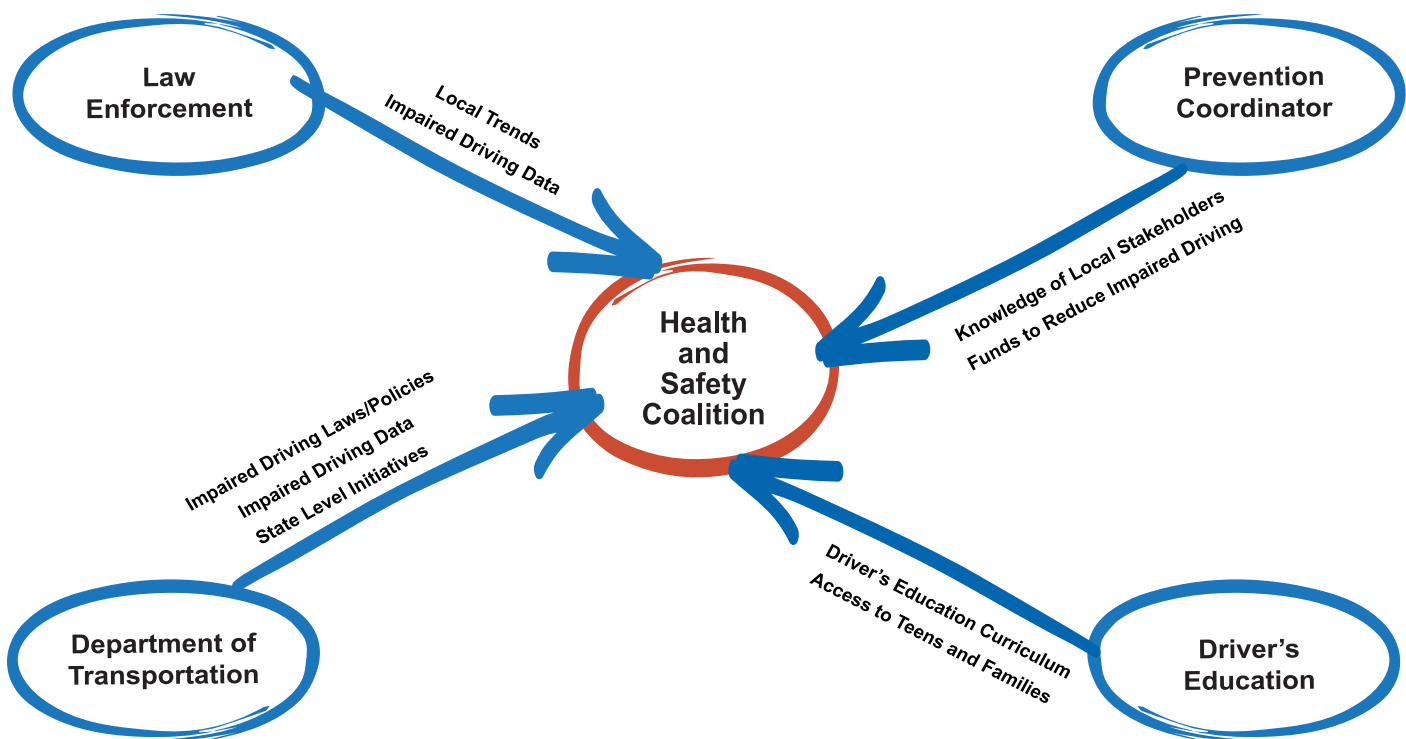


What Mapping the Value Exchange Looks Like – An Example

Let's say, a Health and Safety Coalition has come together to reduce impaired driving in their community. The coalition includes many stakeholders who are concerned about this issue. Each stakeholder in the coalition will be able to make unique contributions to the group. These unique contributions are the values that each person brings and, therefore, will be captured in the Value Exchange Map.

Envision for this simple example, that there are three stakeholders in the coalition ready to address this issue. Those stakeholders involved in this effort include: a Department of Transportation (DOT) representative, a local law enforcement officer, and the community's driver education instructor.

When creating a Value Exchange Map, the DOT representative offers to provide information about what is taking place at the state level to address impaired driving, state data about impaired driving, and information about laws and policies that influence this issue. The law enforcement officer states that she would be able to provide information about impaired driving enforcement at the local level and data to inform local trends. The driver's education instructor offers to provide information about the curriculum being used to teach novice drivers and their parents. The instructor notes that she has weekly access to teen drivers and their families and sees opportunities to bolster the educational components regarding the dangers of impaired driving. The values each stakeholder identifies are captured on the Value Exchange Map. It might look something like this.



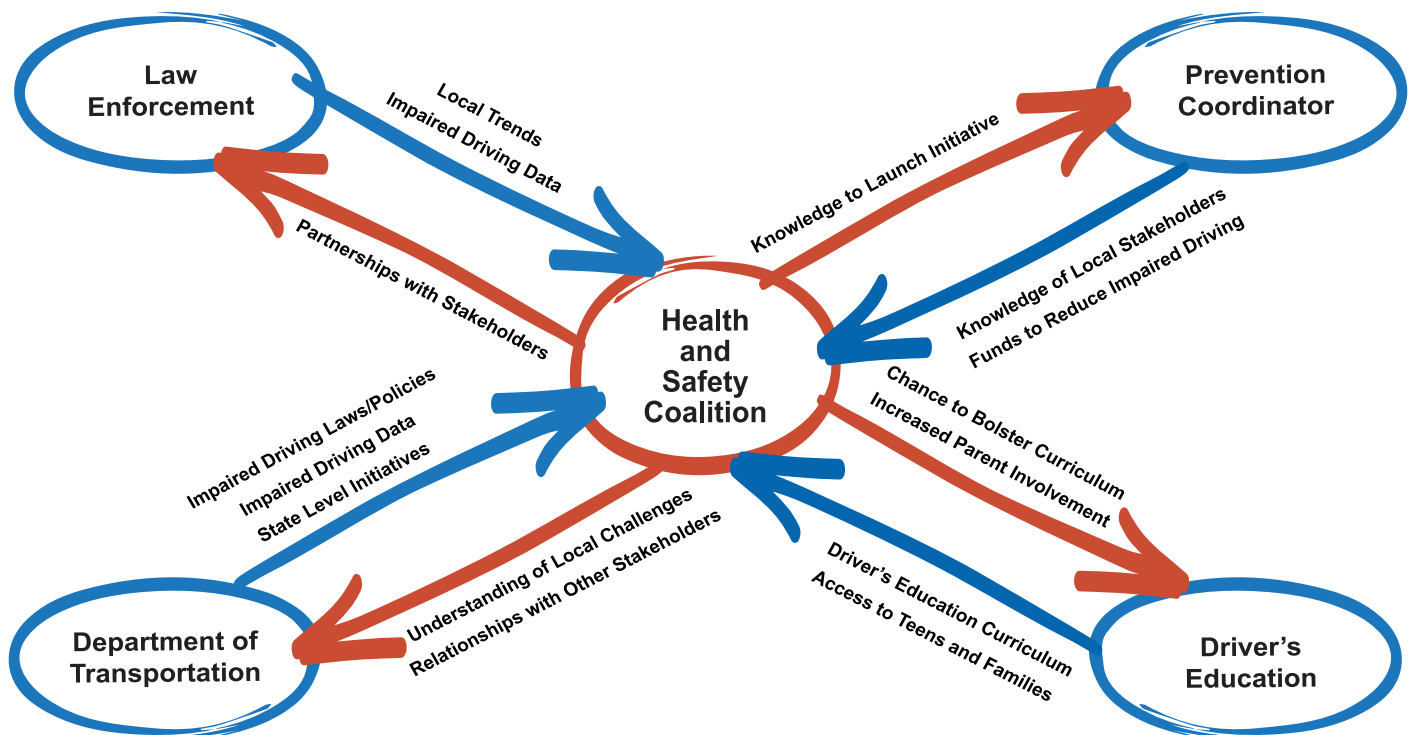
In addition to the value that each stakeholder brings to the group, it is also important to capture the value that each stakeholder will receive from being part of the group. The Value Exchange Map can visually represent this value as well.

Following this example, the DOT representative indicates that he is interested in being part of the coalition because he needs to better understand the local challenges faced when addressing impaired driving and is excited to build relationships with others involved in traffic safety.

The law enforcement officer states she is interested in building partnerships with other stakeholders and has a passion for traffic safety because she has seen firsthand the negative consequences associated with impaired driving. She indicates that she is interested in helping bolster prevention efforts in the community and values support for law enforcement efforts by other stakeholders.

The instructor for driver education in the community states that he sees the need to involve parents of novice drivers more successfully and would like to collaborate with others in the coalition to augment and bolster the education that he provides.

The values each stakeholder identifies they will receive from participating in the coalition are captured on the Value Exchange Map. It might look something like this.



How to Create a Value Exchange Map

Materials Needed

- Large sheets of paper or whiteboard
- Markers
- Sticky Notes

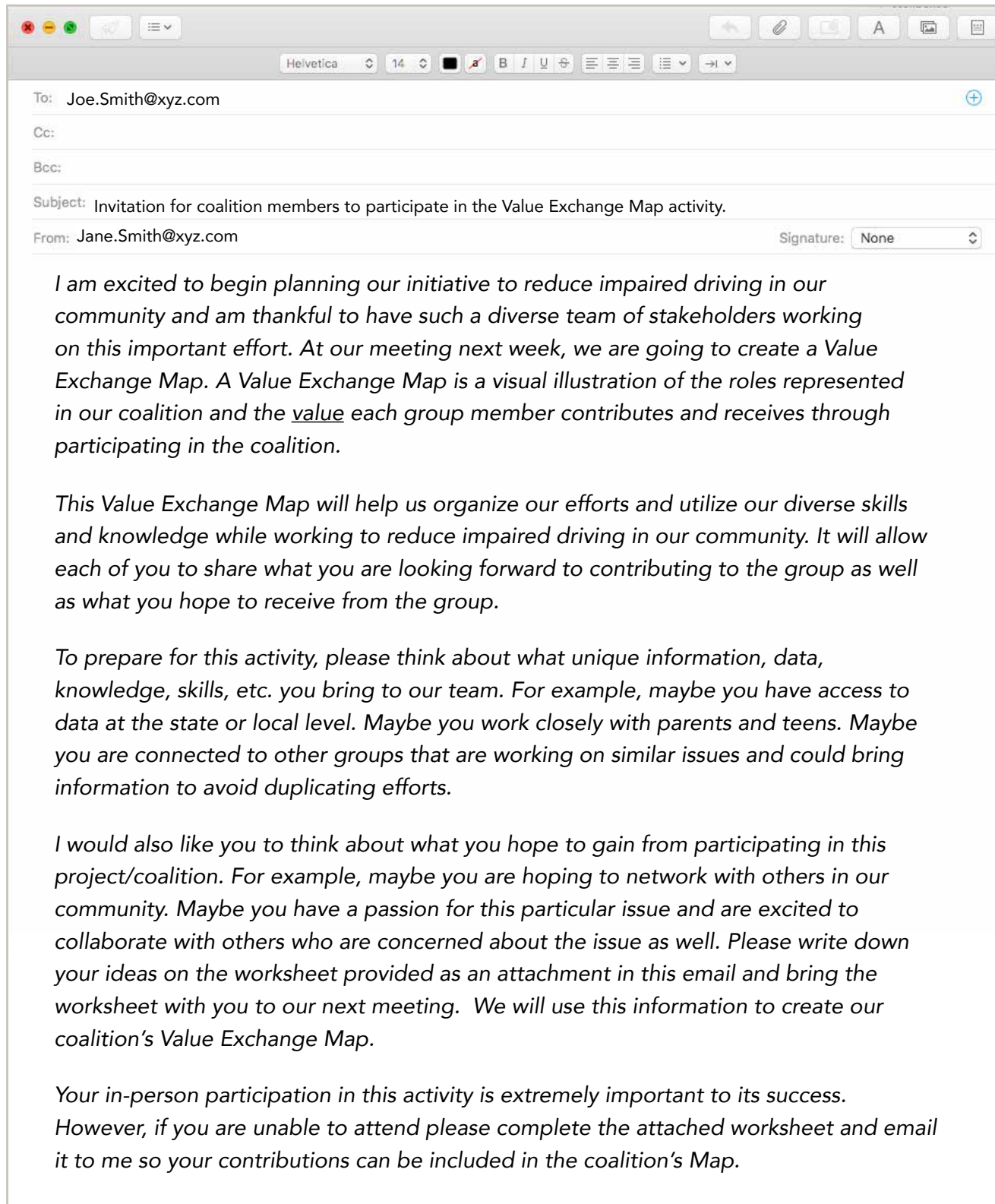
Steps

A coalition leader or another coalition member can prepare and guide the collation through the Value Exchange Map activity. This preparation begins before the meeting. The person leading the Value Exchange Map activity will facilitate the framework, questions, and discussion points to drive the activity, however, ultimately the coalition will create the Value Exchange Map.

*Note: These steps below illustrate how to create a Value Exchange Map with a specific coalition that is working together to reduce impaired driving. When creating a Value Exchange Map, a specific issue can be selected, or the map can have a more general focus that applies to the coalition's overarching goals such as health and safety.

1. At least one week before the coalition meeting during which the coalition plans to create a Value Exchange Map, send an email to invite coalition members to participate in the Value Exchange Map activity. In the email, introduce the Value Exchange Map and ask the coalition members to prepare for the activity. Here is an example of an email that you could send.

The worksheet provided in Appendix A can attachment to the email to help coalition members brainstorm ideas and prepare for the mapping activity at the next meeting.



To: Joe.Smith@xyz.com

Cc:

Bcc:

Subject: Invitation for coalition members to participate in the Value Exchange Map activity.

From: Jane.Smith@xyz.com

Signature: None

I am excited to begin planning our initiative to reduce impaired driving in our community and am thankful to have such a diverse team of stakeholders working on this important effort. At our meeting next week, we are going to create a Value Exchange Map. A Value Exchange Map is a visual illustration of the roles represented in our coalition and the value each group member contributes and receives through participating in the coalition.

This Value Exchange Map will help us organize our efforts and utilize our diverse skills and knowledge while working to reduce impaired driving in our community. It will allow each of you to share what you are looking forward to contributing to the group as well as what you hope to receive from the group.

To prepare for this activity, please think about what unique information, data, knowledge, skills, etc. you bring to our team. For example, maybe you have access to data at the state or local level. Maybe you work closely with parents and teens. Maybe you are connected to other groups that are working on similar issues and could bring information to avoid duplicating efforts.

I would also like you to think about what you hope to gain from participating in this project/coalition. For example, maybe you are hoping to network with others in our community. Maybe you have a passion for this particular issue and are excited to collaborate with others who are concerned about the issue as well. Please write down your ideas on the worksheet provided as an attachment in this email and bring the worksheet with you to our next meeting. We will use this information to create our coalition's Value Exchange Map.

Your in-person participation in this activity is extremely important to its success. However, if you are unable to attend please complete the attached worksheet and email it to me so your contributions can be included in the coalition's Map.

Important Things to Remember for Effective Coalitions

Strong facilitation is essential in coalition work. For stakeholders from diverse backgrounds to work collectively as a team, coalitions must provide group expectations, be organized, support problem solving, and facilitate respectful discussions. Below you will find some ideas for strengthening coalition facilitation.

- Create group expectations. Common group expectations include:
 - Come prepared and ready to participate
 - Start and end meetings on time
 - Take turns speaking – one person at a time
 - Communicate with respectful tone of voice and body language
 - Practice discretion - confidential information shared does not leave the coalition
- Schedule a consistent meeting time (i.e. the 3rd Friday of every month).
- Send out an agenda prior to each meeting that includes what you would like participants to prepare.
- Provide minutes of what took place during each meeting to all coalition members.
- Model a positive mindset and problem solving.
- Create mechanisms for coalition members to provide feedback.

Coalitions are responsible for creating a collaborative environment and then trusting in the team to do the work.

2. Start the coalition meeting by introducing what a Value Exchange Map is and explain the purpose of the activity. Set the tone for the mapping activity with a clear purpose in order to facilitate collaborative discussion and strengthen the coalition's focus. The Value Exchange Map activity could be introduced like this:

Thank you all for coming to our meeting today. I appreciate you bringing your ideas about your unique contributions as well as what you would like to gain through your participation. We are going to create a Value Exchange Map. The purpose of this Value Exchange Mapping activity is to give each of us a chance to share what unique values we bring to this coalition as well as the value we hope to take away from participating in this coalition. This is a chance to share your unique skill sets, perspectives, and knowledge with the group in order to best utilize your expertise on this team in efforts to reduce impaired driving in our community. You will also have a chance to share what is important for you to take away from our coalition meetings. We will work on this activity as a team and have open discussions about our value exchanges, which will lead to furthering our cause of reducing impaired driving in our community. This activity will allow each of us to have a clear idea of our roles as members of this coalition. Our Value Exchange Map will also allow us to structure our meetings in a way that uses our time effectively and allows each of you to give and receive the values we map today. Let's get started!

3. Ask the coalition if anyone has any questions before beginning the activity.
4. Ask for a volunteer from the group to be the scribe for the Value Exchange Map activity. The scribe will write each role in its own oval on the value map. If you would like to include the members' names in parentheses below their role, ask the scribe to do so. Ask the scribe to draw arrows and write value ideas from the role ovals to and from the coalition oval to illustrate values given and received for each role. See example map above.
5. Ask for a volunteer to start by sharing the thoughts they brought with them regarding what they would like to contribute and receive from participating on the team. The scribe will map what each participant shares. See example map above.
6. As each participant shares, coalition members may think of new ways to add value or value they would like to receive. They may also think of additional coalition members who could add needed value to the team.
7. Facilitate a discussion about how values flow between roles and operate toward common goals. Some questions you may want to ask during the conversation include:
 - *Do you notice any values that are not included on our map that would be important to our team?*
 - *Are there any roles that you think we are missing from our coalition that would bring value to our group?*
 - *As we have worked on our map, have you thought of any other value contributions you would like to give or receive?*
8. Conclude the activity with a plan for how you intend to use the Value Exchange Map that was created. You could say something like: *"Thank you all for participating in our Value Exchange Mapping activity today. I look forward to the powerful accomplishments we will be able to make with such diverse skills and knowledge coming together to reduce impaired driving. There is a lot of value in this room! We can use the Value Exchange Map to [____] (for ideas, see the section below: What to Do With a Value Exchange Map).*

What to Do With a Value Exchange Map

Once the coalition's Value Exchange Map is complete, it can be a powerful tool to guide the coalition toward their goals. There are many ways to use the completed map moving forward. Use the Value Exchange Map to:

- **Identify additional stakeholders that could bring value to the team.** Reach out to those individuals and invite them to participate.
- **Plan and organize coalition meetings.** Look at the meeting agenda. Ask the coalition:
 - *“Does the agenda foster what members indicated they could provide to the coalition?”*
 - *“Does the agenda foster the values members indicated they wanted to receive from being a part of the coalition?”*
- **Reengage with coalition members who do not regularly participate in coalition meetings.** Reach out to that person and refer to the Value Exchange Map to highlight the important value that member could bring to the team and possible values they might receive. Invite them to start coming to meetings again.
- **Check on the status of value exchanges and determine ways to improve the efficiency of the coalition.** For example, after reviewing the Value Exchange Map, the coalition realized they did not yet have data from local law enforcement to guide their decision making. Sharing this data would become an item on the next agenda and the law enforcement officer in the coalition would prepare the needed information.

Conclusion

Creating a Value Exchange Map allows coalitions to understand the value each stakeholder contributes to the coalition as well as the value the coalition provides each stakeholder. This understanding leads to deeper engagement and collaboration among stakeholders coming from diverse backgrounds to address complex community challenges. The Value Exchange Map becomes a powerful visual tool to capitalize on the value from each coalition member, bolster engagement, and maintain active participation toward goal achievement

References

This tool is based on the work of: Allee, V., Schwabe, O., & Babb, M.K. (2015). Value Networks and the True Nature of Collaboration. Tampa, FL: Meghan-Kiffer Press.

- 1 <https://www.lexico.com/en/definition/value>
- 2 <https://www.lexico.com/en/definition/role>

Appendix A. Preparing for the Value Exchange Map

To prepare for the Value Exchange Map activity, please consider the following questions. Please write down your ideas. We will use this information to create our coalition's Value Exchange Map.

- 1. What unique information, data, knowledge, skills, etc. can you bring to our coalition?** *(e.g., access to data at the state or local level, work closely with parents and teens, connect to other groups that are working on similar issues and could bring information to avoid duplicating efforts)*

- 2. What do you hope to gain from participating in this project/coalition?** *(e.g., network with others in our community, passion for this particular issue, and excitement to collaborate with others who are concerned about the issue as well)*



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