



YMCA of Hong Kong

RECONNECTING PEOPLE, MISSION, AND RESULTS WITH HEAD AND HEART

How do we help large, mission-driven organizations bring common values to life across broad, diversified operations to help teams connect on a deeper level and work more efficiently and more joyfully?

We align individual and organizational values to establish a common vision. We take the time to understand the unique realities of different groups within the organization—and help them to listen and feel heard. And we co-create solutions that draw upon the wisdom and spirits of our clients, rather than imposing our own.

Learn how [Chorev](#) helped YMCA of Hong Kong to bring organizational values to life and work happily – and more effectively – as a united team.

What is Different About **Chorev** Workshops?



MINDSET

We believe that learning begins with a willingness to try something different – and that shared vulnerability around the unfamiliar is the first step in building trust.



HEAD

Our programs are grounded in rigorous research and leading theories in leadership, neuroscience, and adult development.



HEART

Our programs build self-awareness, emotional intelligence and foster a spirit of unity, love, and caring.



CONNECTIONS

Finally, we believe that success lies in connecting the dots – between head and heart, between behavior and consequences, and most importantly, between people.

YMCA of Hong Kong, a faith-based organization dedicated to the furtherance of justice, peace, truth, and hope, offers a wide range of community services – from hotels to recreational activities to social assistance. Given the diversity and complexity of YMCA's operations, it was natural for siloes and distinct departmental sub-cultures to develop. The YMCA leadership team faced a quandary: was each department's focus on delivering their small part of the mission – a higher calling meant to bring them together – actually making them less effective? Chorev's empathy-driven approach led YMCA to entrust us with a mission critical – and emotionally-charged – challenge: helping the entire YMCA become more agile in responding to rapidly changing community needs by reigniting team spirit and common core values.



LISTEN

Our initial audit revealed that while departmental managers individually ran successful operations, many were losing sight of the values and bigger picture that once connected them. Each had developed his or her own way of getting things done – and a lack of cross-departmental training meant there were few opportunities to interact as a team or air differing opinions in a safe, low stakes environment. A new leadership culture centered on people, rather than processes, would require aligning divergent viewpoints on embodying YMCA’s mission and encouraging leaders to work closer together to achieve results for the entire organization.

DESIGN



Chorev designed a customized leadership development program that provided new ways for participants to understand and engage with each other. Our approach centered on:

- Sharing a compelling case for people-centered leadership and collaboration as a business imperative and effective way to maximize results;
- Creating a judgment-free environment conducive to authentic sharing, emotional connections and genuine relationships; and
- Helping participants better understand themselves and each other, build a new sense of team and mission, and develop skills to support immediate behavior change and a longer-term cultural shift.

Our integrated program included **customized assessments, participative leadership workshops, reflective executive retreats, and one-on-one coaching.**

DEPLOY

Chorev's program was deployed incrementally to support both immediate and long-term change.

1. Developing Common Ground and Supporting Mutual Behavior Change

We began by bringing departmental managers – the front line people managers – **together to bond, learn, and grow together**. Each hands-on workshop offered opportunities to learn and practice practical skills, while on a deeper level, helping participants develop greater awareness of themselves and others; organically build trust through real-time collaboration; and supporting and reinforcing positive behavior change.

2. Bringing Vision, Mission and Values to Life

Next, we worked with the YMCA's senior leadership to reignite a broader sense of team and trust at the very top that would inspire productive working relationships across different departments. We began with a tailored **360-degree assessment** to help leaders understand how their individual goals aligned with broader organizational values – and those of the teams they led. We then facilitated a retreat to start an authentic, unfiltered conversation and begin building vulnerability-based trust outside of an office setting. We reinforced key concepts through workshops that introduced cutting-edge people-centered leadership theories in the context of vision, values, and change. In addition to actively redefining the team culture, this participative approach helped senior leaders empathize with and support behavior changes among departmental managers.

3. Mindfully Changing to an Agile Team Culture

Finally, we held a second retreat for senior leaders to reflect on key learnings and mindfully coalesce as a team through deep dialogue around constructive differences and common missions. Connecting on a deeper level through shared values and vulnerabilities was becoming easier – and making them stronger. A critical realignment of mindsets, skills, and behaviors was making collaboration instinctive throughout the organization. Leaders were setting examples by stretching beyond their traditional roles and functions and seamlessly stepping up – embodying a new culture that was both team-spirited and agile.

MODEL	APPROACH	IMPACT ASSESSMENT
<p>Rewire entrenched brains through proven neuroscience/ behavioral approaches, including:</p> <ul style="list-style-type: none"> • Interpersonal Neurobiology (Dan Siegel) • SCARF (David Rock) • Social Styles (Robert Bolton) • Adaptive Challenges (Ronald Heifetz) • Growth Mindset (Carol Dweck) 	<p>Observe, reinforce, and celebrate efforts to connect with each other towards a larger purpose.</p>	<p>Humanize leadership and behavior change through storytelling and empathic practice, building trust through real-time collaboration.</p>

WHY



MIND

Initiates behavior change by helping participants understand how the human brain impacts mindset, trust, and collaboration.



BODY

Deepens behavior change by connecting behaviors with emotions, shedding light on triggers and blind spots, and reinforcing new skills.



SPIRIT

Encourages culture change through vulnerability-based trust, human connections, collective vision and values and true collaboration.

HOW

Encourage people to be open and vulnerable, share challenges, and develop relationships on a human level that extend seamlessly beyond the formal program.

Make learning fun, interactive and meaningful by providing opportunities not only to practice skills, but just as importantly, to identify distorting perspectives and experience powerful emotions through realistic roleplay with vibrant character actors.

Encourage active collaboration, and collective behavior change while offering real-time feedback and support (from facilitators and peers) beginning in the classroom and crossing over into work, deepening connections and a common drive for results.



RESULT

YMCA is more committed than ever to operating as one team with a united vision. Almost immediately, the teams began to identify strong shared values. A month into the program, participants began to lead differently. Trust drove team work; and vulnerability bred deeper trust. A new way of working has since evolved within the organization – including a willingness across teams to shoulder each other’s challenges and responsibilities proactively. Perhaps most importantly of all, the team values the new agile culture and recognizes that it is providing a stronger foundation to inspire new and improved services that have the greatest positive impact on their community.



“Thanks to Chorev, I have a new perspective on people leadership that has made me more effective as a colleague and as a manager. I used to focus on tasks – what needed to get done. After the program, I realized that focusing on people makes work more rewarding for the team and delivers better results for our organization – a win-win.” **Rosanna Chan, Procurement Manager**

“Chorev’s consultants are a rare combination of head, heart and soul, with deep knowledge and experience to share, a genuine interest in connecting with people on a deeper, spiritual level, and the sensitivity to know what approach will be most effective in any given situation. They are always willing to go the extra mile, and remain our go-to partners as positive change and closer collaboration across teams continues to happen.” **Peter Ho, General Secretary**