

Building a Shared Vision

Team name



DAY 1

Agenda

Day 1:

Six hours

- Create shared values that guide how our team performs our work
- Articulate our team's purpose – why our team exists
- Discuss and agree on our team's mission statement – what we hope to achieve together

Day 2:

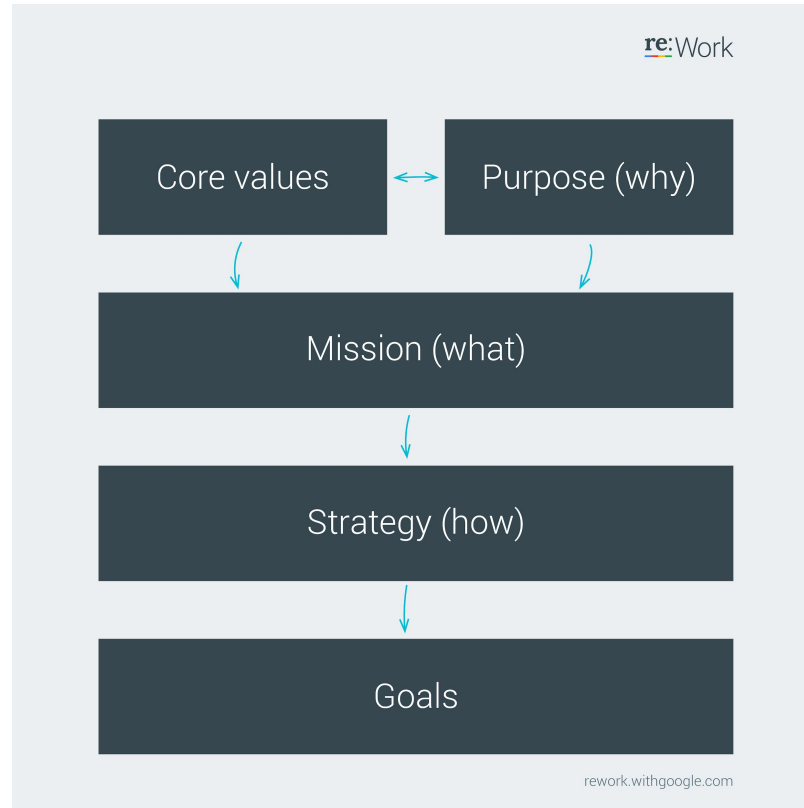
Two hours

- Develop concrete strategies, tactics, and deliverables to achieve our mission

What do we mean by “vision”?

Vision is everything about what drives our work. Core values, purpose, mission and strategy are ***all*** part of our vision.

Google's Vision Framework: 5 key components



Definitions

01

CORE VALUES

Summary of principles, values, and deeply held beliefs of the organization

02

PURPOSE

The fundamental reason for the organization's existence

03

MISSION

Statement that articulates a clear / compelling goal you are striving to achieve

04

STRATEGY

Key steps or objectives to achieve the Mission

05

OKRs

Plans for accomplishing the strategies – what, who, when

What are values?

Pervasive standards that influence almost every aspect of our lives

Values guide our behaviors and are expressed by:

- Our response to others
- Our commitments to personal and organizational goals
- The way we spend our time
- The way we operate as a team

Vision refers to the future and to **what** we should be doing, whereas values refer to the means or **how** we can achieve the desired results.

Forming core values can help teams...

- Build trust & psychological safety with each other
- Be more willing to take risks
- Be more open to learning and growing
- Feel a greater sense of inclusion and commitment

[Company name]'s core values

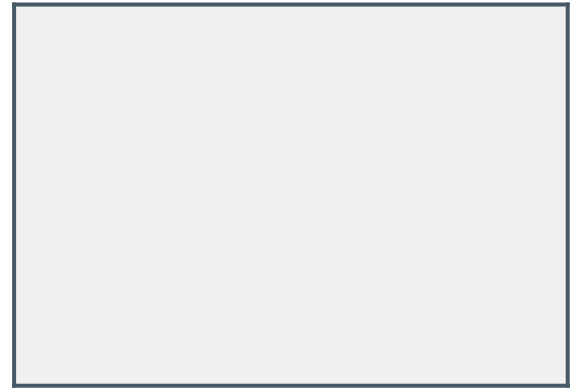
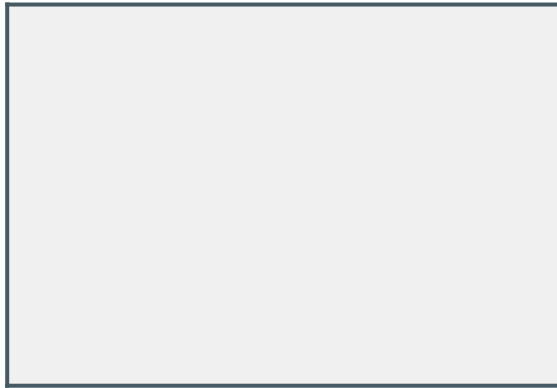
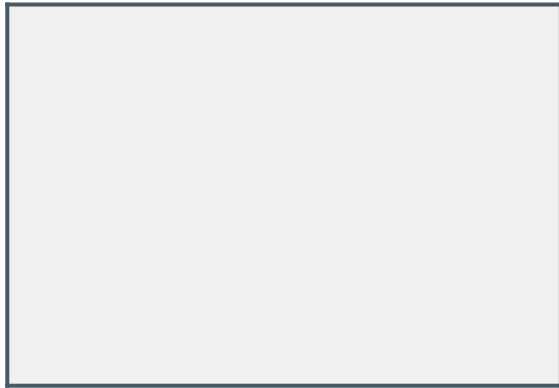
List out your company values here, e.g., "We want to work with amazing people."

1.



Values you admire

Share your pictures: What values do you admire in this individual?
(1-2 mins/person)



Values questionnaire results

Discussion

1. Which values received the most votes?
2. Reach **agreement** on 5-8 values shared by our team.
3. Identify 1-2 behaviors/descriptions for each value – “what does this value look like in action”?
4. Gain agreement on our shared values.

Notes



Living our values

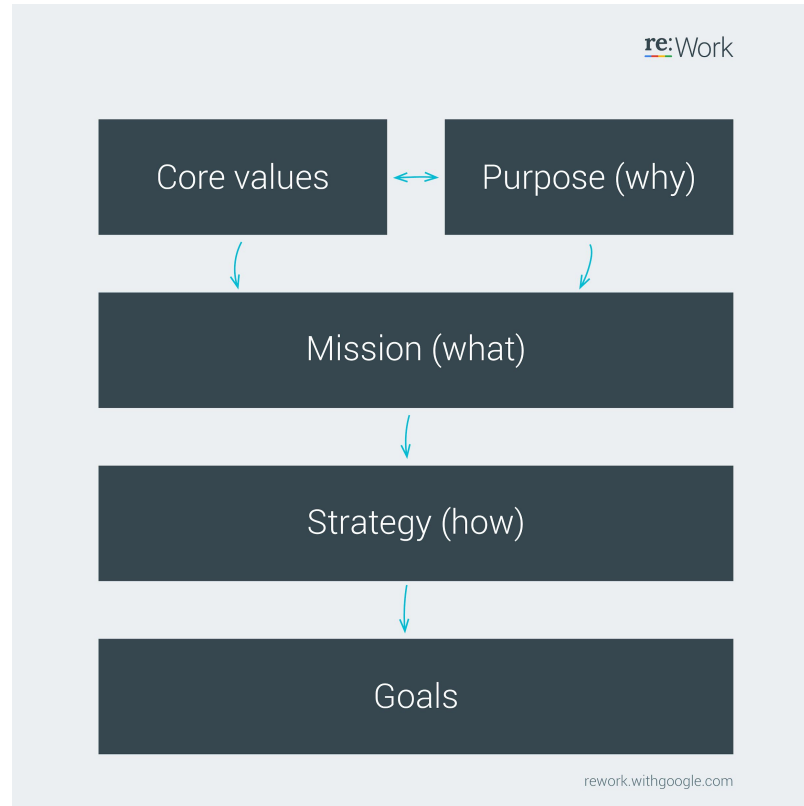
How will these values become part of our day-to-day work, and help build our culture?



BREAK

Come back in 10 minutes

Purpose: why we do what we do



What is purpose?

Google's internal research on teams found that teams which find **meaning** in their work generally have:

- higher work and life satisfaction
- stronger intra-team connections
- less conflict

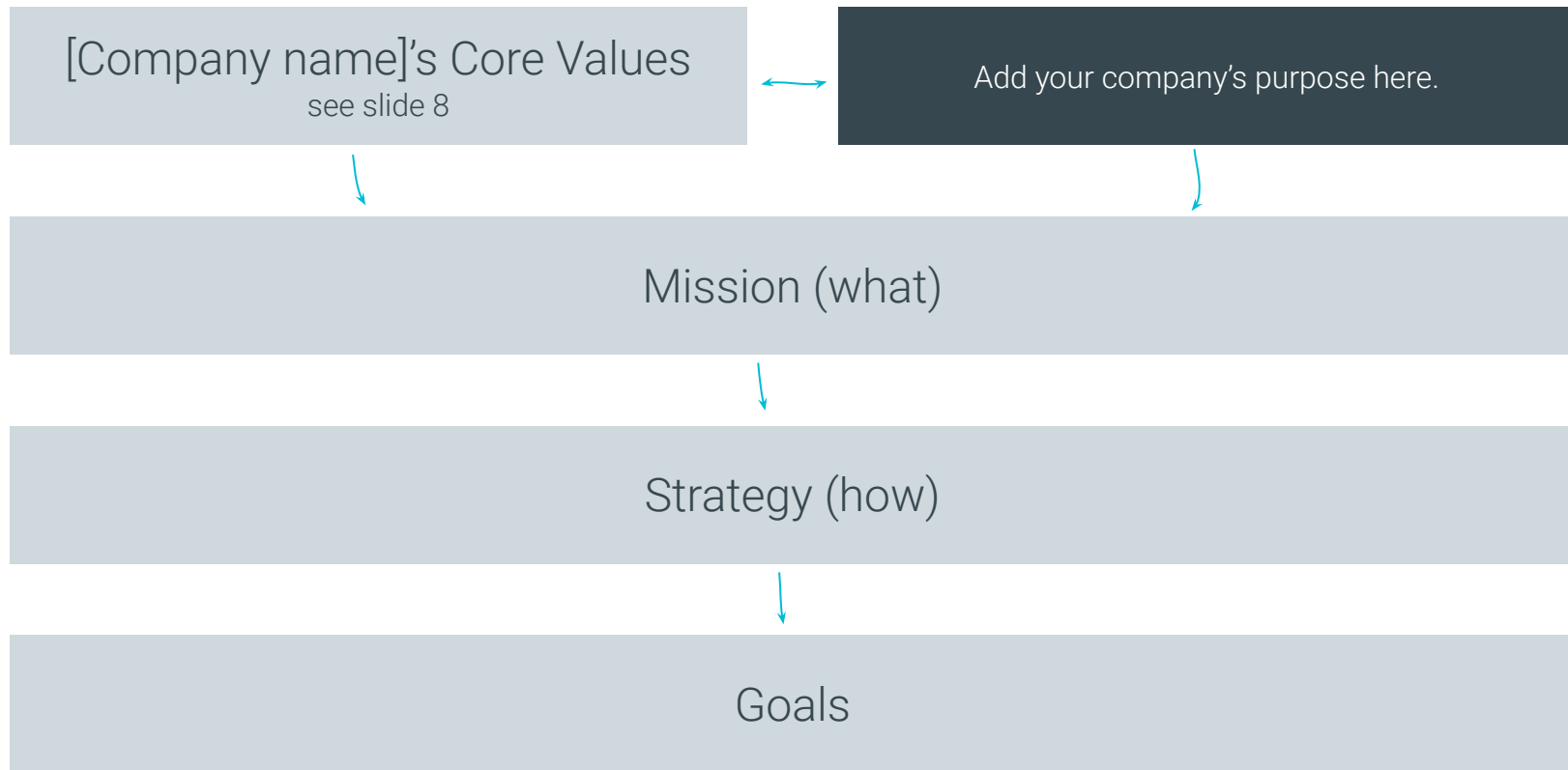
Why does [company name] exist?

Notes

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Why does [company name] exist?



Why does our team exist?

Answer the following questions:

1. Who are our team's primary users?
2. What product(s) and/or service(s) do we offer to meet their needs?
3. Why is it so important that we provide the products and services that we do? Ask "why is that important?" a few times to get at the fundamental reason for why we provide these services/products. Does this reason connect to our users?
4. What are 4-5 of our team's strengths and core capabilities?
5. What would happen if our team didn't exist?
6. Fundamentally, why does our team exist at [company name]?

Given our responses above, fundamentally, why does our team exist?

Notes



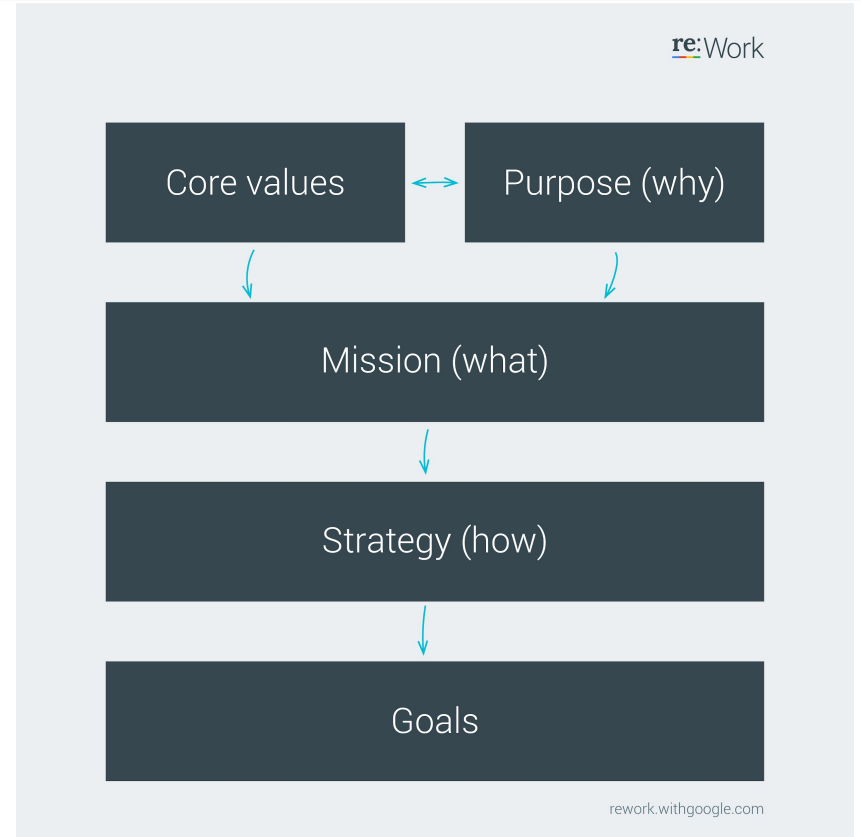


LUNCH

Reminder: bring your image that in some way represents the Mission you would like to have for our team.

Mission: what we want to achieve

A mission is a statement that articulates a clear and compelling goal that our team is striving to achieve.



[Company name]'s Mission

[Company name]'s Core Values
see slide 8

[Add Purpose text from slide 15]

Write down your company's mission statement here.

Strategy (how)

Goals

Mission examples

Google: Organize the world's information & make it universally accessible & useful.

Google PeopleDev team: Strengthen Google's performance and culture by preparing Googlers to successfully navigate their most critical challenges today and in the future.

Patagonia: Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis.

Warby Parker: To offer designer eyewear at a revolutionary price, while leading the way for socially-conscious businesses.

Attributes of a Mission



Ideal... conveys a compelling picture of the future, a sense of what is possible

Inspirational & values oriented... appeals to all those who have a stake in the Mission

Focused... is clear enough to guide decision-making

Flexible... is general enough to accommodate changing business conditions

Communicable... can be successfully explained within two minutes

Visualizing our Mission

Personal Reflection:

Take notes in your handout.

(5 mins)

01

What would you like our team to be known for?

02

Imagine our team is being recognized at a company-wide all hands at the end of the year. What are we being recognized for?

03

What would you love to see our team accomplish in the next 1-2 years?

Visualizing our Mission – in trios

Each person shares their image and ideas - 4 mins/person

- **First person:** Show your image and explain why you picked it: “As I think about our team’s Mission, I chose this image because.....”
- **Partners:** Listen and then identify the parts of the explanation which were most compelling to you.
- **Record responses:** As your partners share ideas, insights, compelling words, perspectives, write down all responses/ideas on a flipchart.
- **Share other ideas** about your Mission from answering the three reflection questions & record ideas on flipchart.

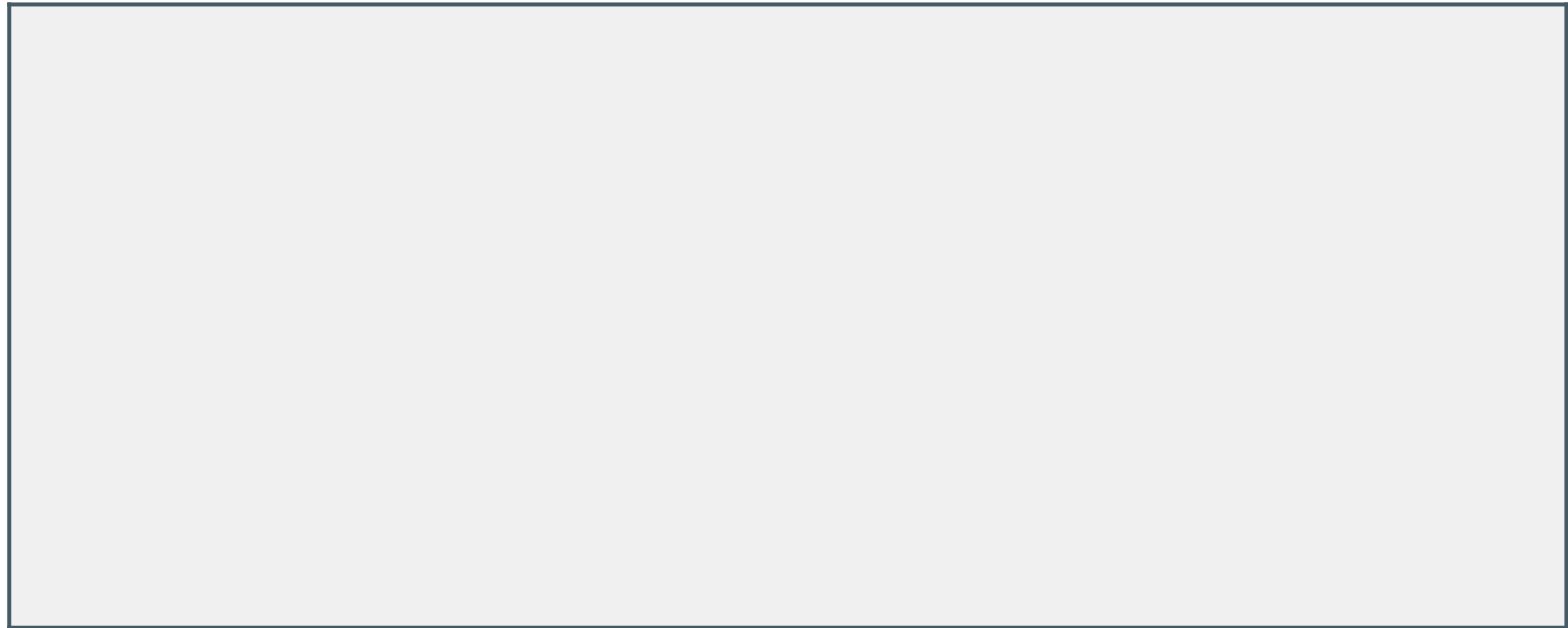
Be prepared to share your responses /ideas with the entire team.

Notes



Share Mission ideas

Share your ideas with the entire team.

A large, empty rectangular box with a thin black border, intended for sharing mission ideas. The box is centered on the page and occupies most of the width and height of the content area.

Draft our Mission statement(s) - two groups

Each group creates two Mission Statements to share with the entire group. (~15-20 mins)

Both groups share and discuss statements with entire team. (~20 mins)

Check against Mission Attributes:

- **Ideal...** conveys a compelling picture of the future, a sense of what is possible
- **Inspirational & values oriented...** appeals to all those who have a stake in the Mission
- **Focused...** is clear enough to guide decision-making
- **Flexible...** is general enough to accommodate changing business conditions
- **Communicable...** can be successfully explained within two minutes

Pick one or two that the team finds most compelling and inspiring. (~15-20 mins)

Share proposed Mission Statement(s) with a few key stakeholders/users and ask for their feedback/input. Share feedback with team and finalize your Mission Statement.

Notes





DAY 1 WRAP UP



DAY 2

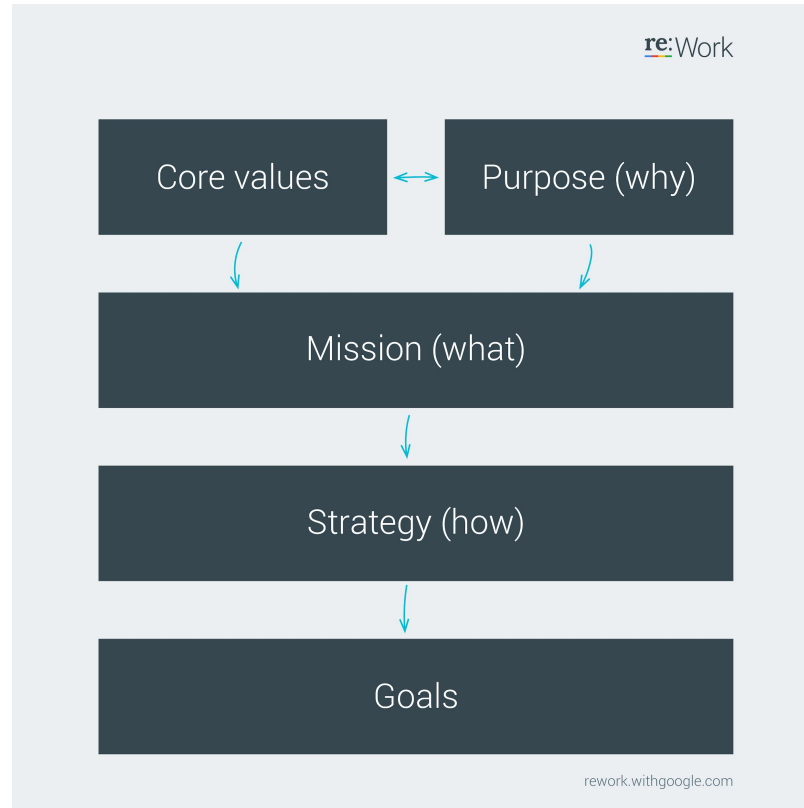
Welcome back!

Today's goal: Develop key strategies to accomplish our Mission.

Quick review of Team Values, Purpose and Proposed Mission Statement(s)



Strategy: how your team will realize your mission



Strategy definitions

A set of actions that guide your team's performance toward your future state.....your Mission.

01

Strategic action takes on many forms. It can be a single initiative designed to meet a specific future goal.

02

Strategies can be leveraged; a single project can meet multiple future goals.

03

Strategic action requires change: a change in investment of resources and people, and a change in habits and how work gets done.

What about [company name]'s Strategy?



Building blocks of Strategy

01

Look outside to identify threats and opportunities

02

Look inside at resources, capabilities, and practices

03

Consider strategies for addressing threats & opportunities

04

Create alignment: communicating & coordinating work processes

Be prepared for change!

Conduct internal/external assessment

As a team, discuss the four critical strategy questions below **OR** complete a SWOT Analysis to better understand the business context.

1. What is the environment in which we must operate? How is it changing?
2. What are our capabilities? How do these give us an advantage?
3. What resources support or constrain our actions?
4. What opportunities for action lay before us? Note the risks associated with different opportunities and potential courses of action.

Notes



SWOT: internal/external assessment

<p>(Internal) Strengths</p>	<p>(Internal) Weaknesses</p>
<p>(External) Opportunities</p>	<p>(External) Threats</p>

Brainstorm possible strategies

Choose four key Focus Areas and generate possible strategies/bold steps for each area. Write down proposed strategies on a post-it (1 strategy per post-it) and place on Focus Area chart.

Example of Focus Area chart

Products/Services	Customer/User
People & Organization	Infrastructure/Partners/Other

Finalize key strategies

Discuss all strategy ideas.

-



BREAK

Come back in 10 minutes

Finalize key strategies

- Multi-Vote: Each person gets three votes to select the strategies they think will help us accomplish our Mission.
- Gain agreement and buy-in on the 3-5 key strategies to accomplish our Mission.
- Discuss next steps for completing goals for each strategy. Check out re:Work's [guide to setting goals with OKRs](#).

Communicating our Vision

Team Discussion: How should we communicate our Shared Vision?

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Summary + next steps

- Summarize work completed
- Review next steps and action items
- Feedback on session:
 - What went well?
 - Any suggestions for improvement?

Notes

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Thank you!