

## TEAM 4 WHYS

### Session Leader Guide



This exercise helps individuals in a group to create their team vision and mission and to clarify the connection to an external vision and mission for example to that of their customers and society. The exercise is based on Richard Barrett's book "Liberating the Corporate Soul".

#### PURPOSE

Through dialogue create mission and vision statements for the team.

To clarify the relationship between the team vision and mission and an external vision and mission.

#### OBJECTIVE

A shared understanding of the alignment between what is the purpose of the team and its contribution for a greater purpose e.g. for its customers and society.

#### TIME

The estimated time for this exercise is approx. 1 – 2 hours.

#### BEFORE THE SESSION

1. Anchor the decision to do the exercise with the group.
2. Read through the whole Session Leader Guide – the best thing is to try out the exercises yourself first so you know the key steps.
3. Book a meeting room. Make sure that the room makes it possible to split up the group in pairs and work in pairs in an acceptable way.
4. Send out the invitation for your group meeting at least two weeks before your meeting. Communicate Purpose and Objective, when, where and who will be involved. If the group has done the Personal 4 Whys exercise, ask them to bring the results to this exercise.
5. Select supporting slides to use at the workshop. Review speaker notes and add your own. You will find suggested slides at [www.valuescentre.com/getconnected](http://www.valuescentre.com/getconnected).
6. If you intend to use a meeting evaluation or team reflection, have it prepared in advance (see page 172).
7. Try to come at least 20 minutes before everyone else.
8. Make sure that you have printed handouts for all participants.
9. Write the Purpose, Objective and Agenda on a flip-chart so that everyone can see them during the whole session.

#### DURING THE SESSION

1. Hand out the 4 Whys template showing the four quadrants of the model and explain what each quadrant represents.
2. Divide into smaller groups, 3 – 5 persons in each group.
3. Present the questions:
  - a) *What is the purpose of our team?*
  - b) *What do we need to do in order to grow and develop as a team?*

Give the groups the task to have a creative dialogue/brainstorming session, which should result in 1 - 2 statements that answer the questions and serve as a proposal for an Internal Mission.

4. List all proposed statements on a whiteboard or flip chart. Lead the whole team in a dialogue to select and agree upon which statements they feel most confident with as the Internal Mission. Get all participants to fill in the agreed Internal Mission in their forms.
5. Continue in the small groups to propose an Internal Vision by finding statements answering the question *c) Why do we want to fulfil our Internal Mission as a team and for our team members?*
6. Repeat the procedure in 4. above to reach agreement on an Internal Vision. Let all participants fill in the agreed Internal Vision in their forms.
7. Continue in the small groups to propose an External Mission by finding statements answering the question *d) Why do we want to fulfil our Internal Mission for our "customers"?*
8. Again, repeat the procedure in 4. to agree on an External Mission. Let all participants fill in the agreed External Mission in their forms.
9. Continue in the small groups to propose an External Vision by finding statements answering the question *e) Why do we want to fulfil our External Mission and Internal Vision and bring benefit to society?*
10. Again, repeat the procedure to agree on an External Vision. Let all participants fill in the agreed External Vision in their forms.
11. Once the form is complete, verify what they have defined by going through the statements in the opposite order, *External Vision --> External Mission --> Internal Vision --> Internal Mission*, but by changing the 'Why' in the questions with 'How'. E.g. the answer to the question *'How do you want to fulfil your External Vision and bring benefit to society?'* should be answered by the External Mission and Internal Vision statements.
12. Gather the team for a group reflection. Ask for comments on the process – what they felt, what they got out of the exercise and how they can individually connect to the result (see reflection questions in Team Learning).

#### AFTER THE SESSION

1. Write and send out minutes as soon as possible after the meeting. Enclose the slides you showed (if requested by any of the participants).
2. How do you intend to follow up the session? A good idea is to plan a follow up discussion 1 or 2 months after the session, and then at least one follow up annually with the team.
3. Consider which next exercises you want to conduct. For example the exercise "Team Core Values & Wanted Behaviours" would be an appropriate exercise now that the group has established their Vision and Mission statements.

## Agenda

(proposal and facilitator notes)

<b>1. Introduction</b>	15 min
Go through Purpose, Objective and Agenda. Be open to questions.	
<b>2. Individual reflection</b>	10 min
If the participants have done the Personal 4 Whys exercise, ask them to review the result and take some minutes for individual reflection.	
<b>3. Completion of the Team 4 Whys template</b>	30 – 60 min
Divide into smaller groups of 3 – 5 people. Hand out the Team 4 Whys template and ask the groups to start to complete the form according to the instructions and example. For each area i.e. for Internal Mission, Internal Vision, External Mission and External Vision, gather the big group together to share their different outcomes. Have the big group agree on one common statement for each area.	
<b>4. Group Dialogue</b>	15 min
Conclude by reading out the agreed Vision and Mission statements and ask for comments.	
<b>5. Reflection</b>	15 min
Have the group reflect on the following questions:	

*What was the major thing you learned and took away from this exercise?*

*What are the success factors to make our agreed statement happen?*

## Mission and Vision statements

Team 4 Whys – Exercise

<p><b>Internal Vision</b></p> <p>c) Why do we want to fulfil our Internal Mission as a team and for our team members?</p> <p style="text-align: center;"><b>4. WHY? →</b></p>	<p><b>External Vision</b></p> <p>e) Why do we want to fulfil our External Mission and Internal Vision and bring benefit to society?</p>
<p><b>↑ 1. WHY?</b></p> <p><b>Internal Mission</b></p> <p>a) What is the purpose of our team?</p> <p>b) What do we need to do in order to grow and develop as a team?</p> <p style="text-align: center;"><b>2. WHY? →</b></p>	<p><b>↑ 3. WHY?</b></p> <p><b>External Mission</b></p> <p>d) Why do we want to fulfil our Internal Mission for our “customers”?</p>

## Mission and Vision statements

Example

<p><b>Internal Vision</b></p> <p>Answer the question on what the team wants to accomplish.</p> <p><i>To be a world leader in Internet technology.</i></p>	<p><b>External Vision</b></p> <p>Answer the question on what contributions the team wants to make to society.</p> <p><i>To build opportunities for global economic prosperity.</i></p>
<p><b>Internal Mission</b></p> <p>Answers the question on what the team wants to have as its focus, and what motivates the team members.</p> <p><i>To create and sell innovative web-based solutions.</i></p>	<p><b>External Mission</b></p> <p>Answer the question on what services the team wants to give to its "customers".</p> <p><i>To provide world-class web solutions adding substantial value for our customers.</i></p>

## Mission and Vision statements

Template

<b>Internal Vision</b>	<b>External Vision</b>
<b>Internal Mission</b>	<b>External Mission</b>