

# Team Kit

## **Purpose and Goals**

Team Kit  
**Kit Board**

 Purpose &  
Goals


**Purpose  
& Goals**

 Members &  
Skills

**Members  
& Skills**

 Leadership &  
Accountability

**Leadership &  
Accountability**

 Rules &  
Behaviors

**Rules &  
Behaviors**

 Communication &  
Relationships

**Communication  
& Relationships**

 Tensions &  
Conflict

**Tensions  
& Conflict**

Team Kit  
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Purpose &  
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**Purpose  
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Members &  
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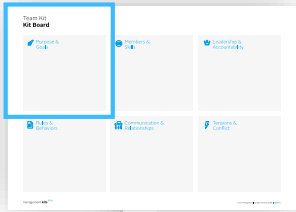
Communication &  
Relationships



Tensions &  
Conflict



# Purpose and goals



## Purpose & Goals

EXAMPLE  
MANAGEMENT KITS

Help managers  
and business  
partners to learn  
in practice

Give teams  
around the world  
a tool to up their  
game

Define and launch  
a kit board canvas  
to support user  
work sessions

Run test and co-  
creation  
workshops with  
MK community

### → Purpose

- Why does our project exist?
- What value do we create?

### → Goals

- What specifically do we want to achieve?
- How do we recognize success?



# A powerful team purpose ...

... is ...

- aspirational
- explicit
- shared
- self-created

... is **not** ...

- defensive
- self-evident
- individual
- imposed



# Why is the purpose important? Effects of a shared and compelling team purpose

1. **Identification:** strengthen the identification of individuals
2. **Accountability:** foster individual and shared accountability
3. **Goal setting:** facilitate the definition of concrete goals
4. **Communication:** simplify communication and decision making
5. **Framing:** provide a resource for framing actions and behaviors



# Example: keeping purpose constantly alive in a mine rescue operation



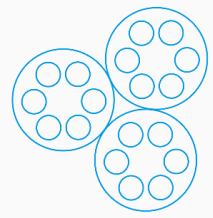
Source: Edmondson, A. C. (2012). Teamwork on the Fly. *Harvard Business Review*. 90(4). Rashid, F. et al (2013). Leadership Lessons from the Chilean Mine Rescue. *Harvard Business Review*. 91(4)

*“Emphasizing purpose is necessary even when the purpose is obvious, such as in the historic 70-day rescue operation of 33 Chilean miners in 2010. The senior engineer ... who led the complex rescue, constantly reminded the dozens of engineers and geologists teaming with him about the human lives they were trying to save. This helped experts from disparate disciplines, companies, and countries quickly resolve disagreements and support one another instead of competing to come up with the idea that would save the day.”*



# How do you get to a powerful purpose?

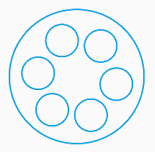
## Organization



- Relate to overall organizational/environmental context
- Use organizational vision/mission as a resource
- Define the solution space and scope of team autonomy

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## Team



- Leverage joint events and experiences
- Continuously refer to purpose and make it concrete
- Communicate and share purpose in and beyond the team

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## Member



- Involve all members in shaping the team purpose
- Connect personal motivation and goals to team purpose
- Empower to make their best contribution





# Differentiate purpose and concrete goals – and iterate between them

## Purpose

## Goals

Why does this project exist?

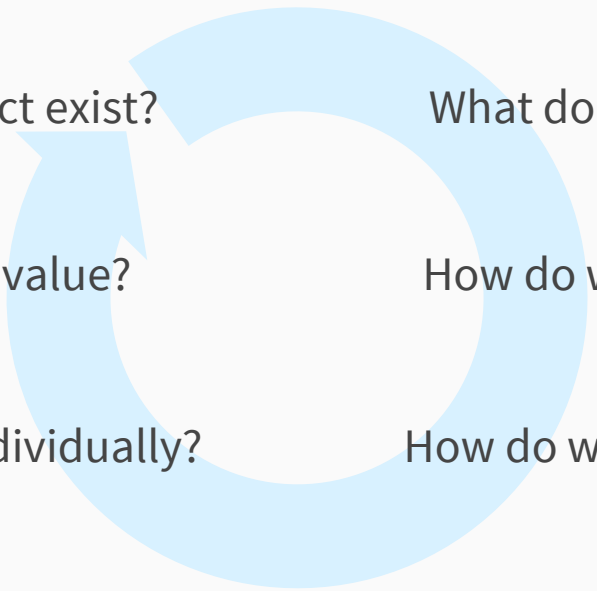
What do we need to do next?

How do we create value?

How do we measure success?

What motivates us individually?

How do we recognize progress?





# Goals serve to specify a team's output

## Examples for concrete goals

- Reducing time to market by x%
- Achieve a specific milestone in time
- Pull off a concrete event or meeting
- Reduce operating cost by x%
- Develop and implement a new business model
- ...

**How does reaching those goals relate to the team's purpose?**

**Exercise: what are the top three concrete goals your team needs to accomplish?**



# Six effects of concrete, shared goals

- 1. Channel energy and enthusiasm:** Concrete goals channel energy and enthusiasm instilled by purpose
- 2. Help team members identify how to contribute:** Posits a shared and distinct goal each team member can contribute to
- 3. Aligning team action:** Specific goals foster focused team communication and align distributed action
- 4. Neutralize differences in status:** Specific goals level differences in status and directs attention to concrete contribution
- 5. Allow celebrating successes:** Reaching goals and milestones allows to celebrate success and raises morale
- 6. Support resolution of conflict:** Identifying shared goals can help teams to productively resolve conflicts and build trust



# Key take aways

- While equally important, a team's purpose and its goals are not the same thing. A purpose answers the question: why does our project exist? The specific goals and work products make the purpose concrete and define success
- A team's purpose represents an overarching aspiration that fosters identification and accountability, facilitates goal setting, simplifies communication and is a resource for framing action and team behaviors. A team's purpose ideally integrates an organizations mission and individual motivations
- Goals translate the purpose into specific, concrete milestones and objectives. They channel energy, help identify individual contributions, foster communication, neutralize differences in status and rank, allow celebrating successes and support resolution of conflict

# Get to work: use the trigger questions for purpose and goals

- Download the trigger questions and start thinking through your purpose and goals

Team Purpose and Goals

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Trigger Questions

Use the following trigger questions to help you think of your team's purpose and goals

**Purpose**

1. What is the official or declared purpose of your team?
2. How is this purpose meaningful beyond the immediate goal or objective of the team?
3. How do individual group members understand and communicate this purpose internally and to others?  
*Tip: Think of actual examples where a) you yourself talked about your team's purpose to people outside of your team or b) where you observed other team members doing that. Which words did they use, which examples or stories did they share?*
4. How does your team's purpose relate to the vision, mission, and strategy of the organizational context and/or to the broader environment of the team?
5. Can you personally relate to this purpose? What motivates you personally to contribute to that purpose?
6. How could you bring up the purpose in your everyday communication within the team? What are concrete things you could say, what are anecdotes or observations that make the purpose tangible?

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