



Co-Lead

ABOUT THIS MODULE



TEAM VALUES, VISION, AND MISSION



TEAM VALUES, VISION, AND MISSION

What is the goal of this intervention?

To collectively establish and agree: Team values, vision for the team, and mission statement.

What is the collective leadership focus of this intervention?

This intervention will help build shared mental models and shared understanding among team members. It also aims to promote engagement and involvement of all team members.

What areas of team behaviour does this intervention focus on?

- **Enhanced collaboration**
- **Coordination and effective team working**
- **Motivation towards goals**

Who is this intervention for?

As many team members as possible. Engaging in this process as a team will enable individuals to share ownership of the team's vision and mission, and will increase the chances that efforts will be successful.

Useful links for more information about this module

The value of the mission statement for organizational performance in healthcare: Forehand (2000)

https://journals.lww.com/jhmonline/Citation/2000/07000/Mission_and_Organizational_Performance_in_the.12.aspx

How mission statements drive innovation and learning: Bart et al. (2004)

<http://corporatemissionsinc.com/app/webroot/files/13.pdf>

Additional detail to guide session(s) if needed can be found at Community Tool Box:

<http://ctb.ku.edu/en/table-of-contents/structure/strategic-planning/vmosa/main>





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SESSION OUTLINE



TEAM VALUES, VISION, AND MISSION



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SESSION OVERVIEW

- Purpose:** To encourage the team to work collectively to establish and agree team values and vision and mission statements. This will build a shared mental model as well as promoting ownership and understanding across the whole group.
- Timing:** 60 min.
- Setup:** Introduction > Discussion > Group work (x2) > Feedback
- Outcomes:** The team will establish an agreed set of values, a shared vision, and common mission that they are working towards, as well as actions that can be taken to achieve them.
- Facilitators:** 1-2 team members to facilitate; 1 team member to act as a scribe to record ideas, discussion points, and outputs on an online shared document.

ADVANCE PREPARATION

- Materials:**
- 1) Source the organisation's goals / strategies
 - 2) Ask team members to pick a favourite photo to show the team members.
 - 3) Email OUTCOME TEMPLATE and HANDOUT documents to your team members in advance
- Equipment:** Online shared document, internet connection
- Room:** Zoom (Premium Account for security) or Skype
- Attendees:** All team members and available stakeholders should be invited to participate remotely via teleconference. If they can't, they may be asked to pre-submit suggestions that can feed into the values and goal setting process. In such cases, session materials should be shared in advance via email.





TEAM VALUES, VISION, AND MISSION

START OF SESSION

1) Welcome, introduction, and icebreaker (10 min.)

Welcome participants to the session and start a brief discussion around each individual's own values around vision and mission. Ask participants to share their favourite photos as an icebreaker to discussing personal values and work/team values.

1. Depending on group size, ask individual team members to take turns sharing their screen or show their photo through web camera.
2. Prompt the individual to share how that photo represents their personal values and/or team's values.
3. Ask individuals to share their values. The scribe should be taking notes.

This values discussion will help the team to discuss and establish their team values in a later exercise. Embodying our values in how we work and how we operate as a team are important in ensuring a positive working environment that values all staff contributions.



2) Discussion of values and what are the values we want our team to embody (5 min.)

What is important to us as a team?

What are some of the common values from the group discussions?

How do we want to work?

How can our values be reflected in our daily work?

How do these values translate into behaviours?

How can we work to enact these values in our daily work?

3) Discuss and develop a team vision statement (20 min.)

Ask participants to refer to the HANDOUT and give 5 minutes to read Group Task 1 (Vision Statement). In the large group, ask several participants to share their initial ideas and create a preliminary Vision Statement. If in a small group, all participants should be asked to provide inputs. The scribe should be typing this in a shared document or use screen sharing to allow other participants to see the Vision Statement.

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TEAM VALUES, VISION, AND MISSION

(contd.)

By developing a vision statement, your team makes their beliefs and objectives clear within the team itself, to the wider organization, and to patients /community. This is what your team wants to be 5-10 years later.

There are certain characteristics shared by most vision statements:

- Understood and shared by members of the team
- Encompass a variety of perspectives
- Inspiring and uplifting
- Easy to communicate – short and snappy

For example:

"To be the safest ED team in the country"

"To be a model of good practice for all the primary healthcare teams in the city"

4) Discuss and develop a team mission statement (20 min.)

Give team members 5 minutes to read Group Task 2 (Mission Statement). In a large group, ask several participants to share their initial ideas and create a preliminary Mission Statement. If in a small group, all participants should be asked to provide inputs. The scribe should be typing this in a shared document or use screen sharing to allow other participants to see the Mission Statement

A team's Mission Statement describes what the group is going to do to achieve its Vision, and why it is going to do it. This is more concrete and practical than the Vision Statement and is action-oriented.

Principles for mission statements:

- *Concise:* Get the point across in one sentence - ideally written in 50 words or less.
- *Outcome-focused:* Explain the overarching outcomes your team is working towards.
- *Inclusive:* Broad statements should be used so that mission statements are not limiting.

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TEAM VALUES, VISION, AND MISSION

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Consider the following Mission Statement structure in designing your own team mission statement:

- **Who?** Define your team
- **What?** What are your team dedicated to/working towards?
- **How?** What will you make it your mission to do?
- **For?** Whom are your efforts targeted at?
- **Why?** Who benefits and how should they benefit from your team's work?

For example, the mission statement of The Mayo Clinic:

"To inspire hope, and contribute to health and well-being by providing the best care to every patient through integrated clinical practice, education and research."

5) Close of session (5 min.)

Facilitators establish participants' agreement and clarity on vision, mission and team values.

Output: A set of values, vision, and mission statements for the team.

Give brief feedback on the session. Thank everyone for contribution, ask people how they found the session, give topic and date for next session.

