





























## Identify Team Values

Identify heartfelt values that will guide the Team’s future decisions and actions. In considering your team values, remember the duality of teams, specifically the need to balance output and process. The team’s values should answer the questions *What does the team stand for?* and *What standards are important to the team, to the way it works, and to its outcomes or services?*

**Values Examples**  
*From the values below, circle those that especially apply to this team. Write in any other values you believe should guide the team.*

- sacrifice      honesty      courage      joy      peace      truth
- ambitious      logic      helpful      freedom      cleanliness
- efficient                     thriftiness      self-control
- friendliness      reverence      fortitude      authenticity      kindness
- beauty
- forgiveness      obedience      courteous      patience      generosity
- loyalty
- trustworthiness      love      compassion           prudence
- faith      security      cheerful

**Additional Values:**







# Proclaim Values

*In the following chart, identify and state each of the 2-3 values important to your team. Define what each means for you. Then, list the specific and concrete behaviors that operationalize the value.*

|   | Value 1 | Value 2 | Value 3 |
|---|---------|---------|---------|
| Identified Value                          |         |         |         |
| Definition                                |         |         |         |
| 2-3 Behaviors to Operationalize the Value |         |         |         |



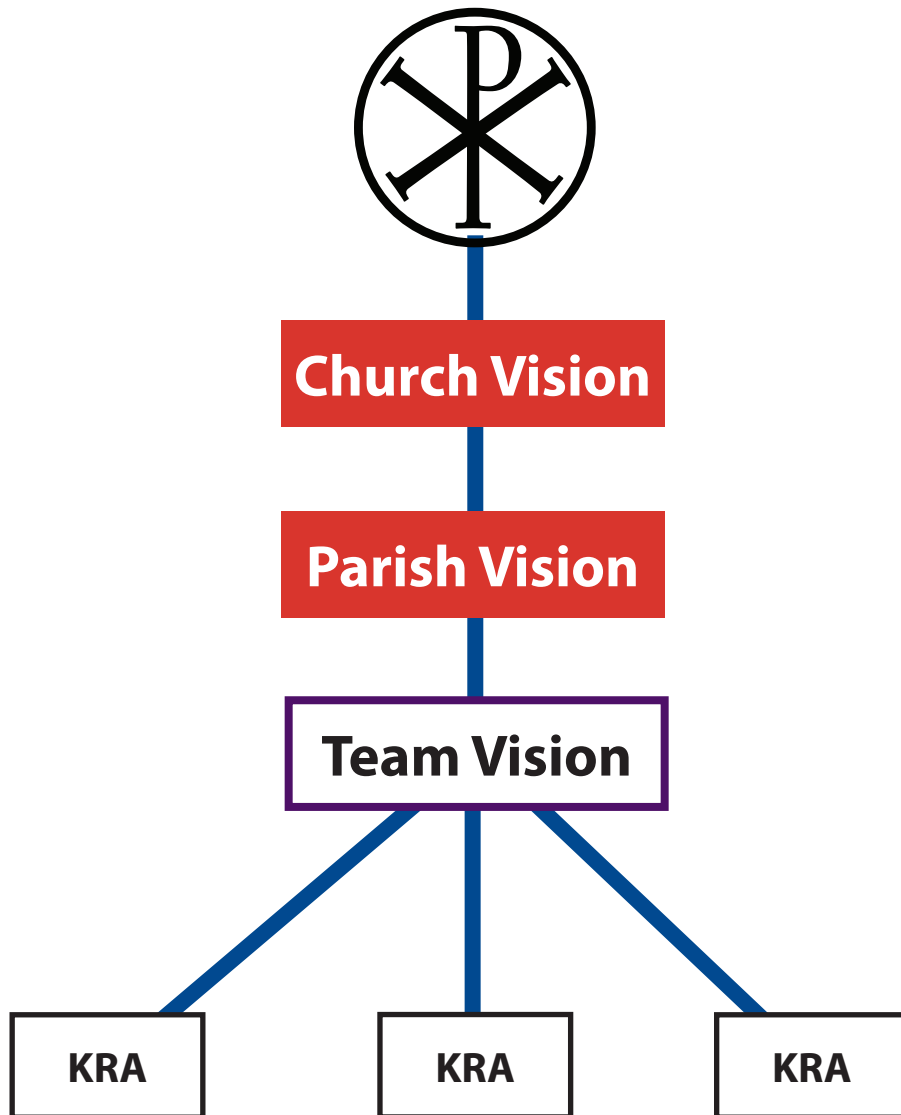






# Team Vision: Align Vision

## Leadership Model of Alignment













# Continued, Team Norms and Ground Rules

## Team Norms and Ground Rules

Team Norms are guiding principles or rules that govern interpersonal conduct among members. They describe how people should treat each other. If things become unruly, uncomfortable, or dysfunctional, the Team Norms need to be evoked.

*As a team, consider and record the most important ground rules that will establish norms that result in better communication, feedback, participation, leadership, and atmosphere for fulfilling the team's purpose. Refer to your job aid for helpful tips and examples.*

### Our Ground Rules for Communication

### Our Ground Rules for Giving & Receiving Feedback

### Our Ground Rules for Commitment, Involvement, & Engagement



## **Our Ground Rules for Leadership**

## **Our Ground Rules for Setting Tone**

## **Our Ground Rules for Celebration**

## **Other Ground Rules**







## Assign Team Roles and Responsibilities

*After responsibilities have been outlined, assign specific people to the paired and individual roles—especially for the process roles listed below.*

**Team Leader:** \_\_\_\_\_

**Meeting Facilitator:** \_\_\_\_\_

**Process Observer:** \_\_\_\_\_

**Scribe/Recorder:** \_\_\_\_\_

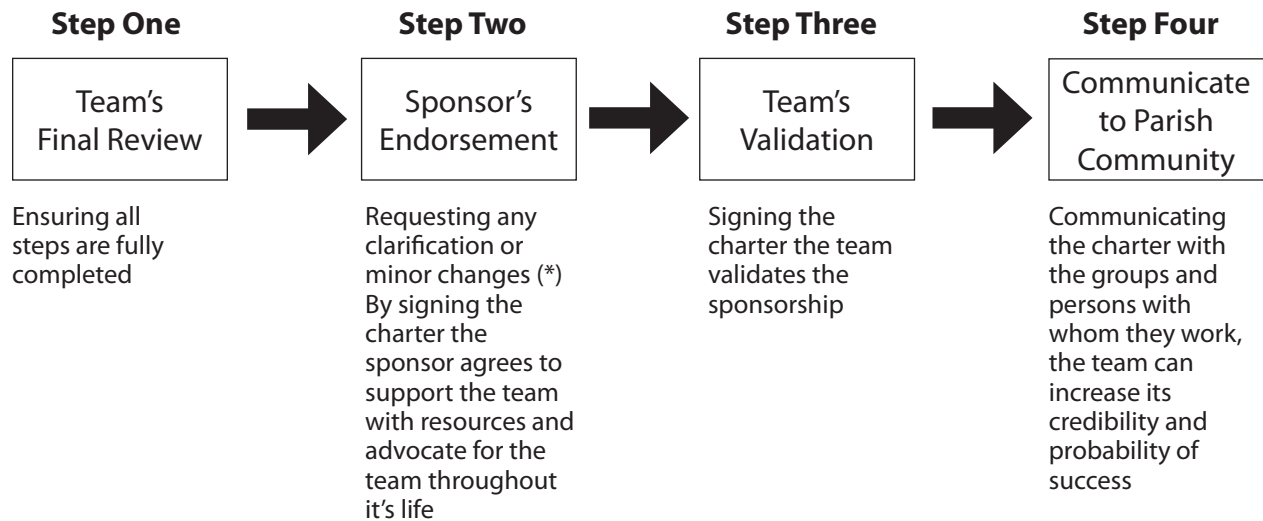
**Timekeeper:** \_\_\_\_\_

*"We are created by God different, not so that we should be alienated by our differences, but so we should know our need of one another. We are created for interdependence. The only way you can be human is together. I have gifts that you don't have and you have gifts I don't have—and God says 'Voila!'"*

**—Archbishop Desmond Tutu. 1999**



## Part 6: Charter Endorsement



(\*) Major disagreements with the sponsor's outcomes, boundaries or resources

*"My prayer is that your love may more and more abound, both in understanding and wealth of experience, so that with a clear conscience and blameless conduct you may learn to value the things that really matter, up to the very day of Christ. It is my wish that you may be found rich in the harvest of justice which Jesus Christ ripened in you, to the glory and praise of God."*

**—Philippians 1: 9-11**



## Team Final Review

Address these questions to help you and your teammates assess the level of commitment or potential problems each individual has with the charter. Each team member must agree to commit his or her best efforts to the team outcomes. Team members, having had their chance to influence the charter, must now fully agree to support the charter or be prepared to step out of the team.

*Discuss the following questions to help you and your teammates assess the level of commitment or potential problems each individual has with the charter.*

1. Do you think the charter represents the group's best thinking? If no, why not?
2. Will the charter require you to behave in ways that are against your personal values? If yes, how? Is this a serious issue that will affect your contribution to the team? Do you see any way to solve the issue?
3. Is it important for you to object to the charter? Why?
4. If you have reservations, are they based on sound fact? Do you believe the team has fully heard your reservations? Do you feel you have had an opportunity to influence the team? (If the answer is no, help the team member's ideas be heard and understood, if not accepted.)
5. If you have reservations, are they strong enough that you may choose not to give your best effort?





# Continued, Charter Endorsement

## Sponsor Endorsement

The sponsor's endorsement means approval is given for the content of the charter and the commitment to support it with resources as required.

*Answer the following questions to help the team and the sponsor and/or management verify the endorsement.*

1. Is there any part of the charter that needs to be elaborated on for further understanding?
2. Are the outcomes and deliverables seen as beneficial to the organization?
3. Are any processes or outcomes against organizational values?
4. How will the team, sponsor, and/or management team communicate frequently enough to meet the needs of all concerned?
5. What behaviors does the team want from the sponsor and/or management as an indicator of support?



## Communicate the Charter to the Parish Community

The charter should be communicated to those with whom the team will work most. By sharing the charter with primary contacts, the team can increase its credibility and probability of success with these external groups. The endorsement process should be completed by announcing the team's vision and outcomes to the parish community.

*Answer the following questions to determine how the team might share the charter with the parish community.*

1. What information would be of interest to the groups with whom the team will have the most contact? To the parish at large?
2. What is the most appropriate means of communicating the charter to the parish at large? Email? Internet? Parish newsletter? Bulletin board posting? Memo?
3. How can the team produce periodic updates on a routine basis that can be done easily and efficiently?
4. What information should not be shared at this time?
5. What "image" does the team want to present to the parish community?



# Charter Document Template

(1 of 2)

|  |  |
|--|--|
| <p><b>Team Name:</b></p>   |  |
| <p><b>1. Team Vision:</b><br/>One easy-to-recall sentence to capture the hopes and dreams for your team and the community it serves.</p>   |  |
| <p><b>Purpose Statement:</b><br/>2 nouns, 2 verbs, and statement of perfect world. Connect to goals and your parish/diocesan mission and plans.</p>                                |  |
| <p><b>Values:</b><br/>Rank order and define the values by which your team will operate.</p>  |  |
| <p><b>2. Team Outcomes</b><br/>Define the key responsibility areas (KRAs) and SMART goals for the team. What does your team do and why? What outcomes will it achieve by when?</p> |  |
| <p><b>Timing:</b><br/>Highlight any major milestones including the beginning and end time for the team.</p>  |  |
| <p><b>Resources and Budget:</b><br/>Define what people, organizations, tools, and money the team plans to use to achieve its purpose.</p>  |  |



|   |   |    |    |    |    |    |    |    |    |
|---|---|----|----|----|----|----|----|----|----|
| <p><b>3. Team Operating Guidelines:</b><br/>Define the meeting structure and timing, problem-solving process, policy for making decisions and resolving conflicts and any other operating guidelines.</p> |   |    |    |    |    |    |    |    |    |
| <p><b>4. Team Norms and Ground Rules:</b><br/>How will you communicate and share feedback, deal with commitment and involvement of members, set tone and celebrate successes?</p>                         |   |    |    |    |    |    |    |    |    |
| <p><b>5. Team Roles and Responsibilities:</b><br/>What are the collective, paired, and individual responsibilities?</p> <p>Assign these specific roles:</p>   | <p>Team Leader:</p> <p>Meeting Facilitator:</p> <p>Scribe:</p> <p>Process Observer:</p> <p>Timekeeper:</p>  |    |    |    |    |    |    |    |    |
| <p><b>6. Charter Endorsement:</b></p>   | <p>Sponsor's Signature:</p> <p>Team Members Signatures:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">1.</td> <td style="width: 50%;">5.</td> </tr> <tr> <td>2.</td> <td>6.</td> </tr> <tr> <td>3.</td> <td>7.</td> </tr> <tr> <td>4.</td> <td>8.</td> </tr> </table> | 1. | 5. | 2. | 6. | 3. | 7. | 4. | 8. |
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