



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, vision, and the mission statement. 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 goals, values, a shared vision, and common mission that they are working towards plus actions that can be taken to achieve them.
- Facilitators:** 1-2 team members to facilitate; 1 team member to act as flipchart scribe to record ideas, discussion points, and outputs.

ADVANCE PREPARATION

- Materials:**
- 1) Source the organisation's goals / strategies
 - 2) Source photo cards
 - 3) Print OUTCOME TEMPLATE and HANDOUT documents for participants
- Equipment:** Flipcharts, markers, pens
- Room:** Configure for round table discussion or small groups for larger teams
- Attendees:** If some team members cannot attend due to geographic location, they may participate remotely via teleconference, or 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 (contd.)

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. Use a photo deck (e.g. EVOKE or similar) to discuss personal values and work / team values.

1. Depending on group size, group people into smaller groups of 3-5 people.
2. Place photo cards on tables and ask individuals to select two photographs: one photo that appeals most/resonates most with them and that represents their personal values and one that represents their team's values.
3. Ask individuals to share this and explain this among their groups.

This values discussion will link closely with how the team will consider what their team values are. 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 table 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.)

Give out HANDOUT and give 5 minutes to read it. Then use 1-2-4-all approach: Give 1 minute for quiet reflection, 2 minutes to discuss in pairs and then 4 minutes as a foursome or larger group to discuss and share ideas. Small groups then feed discussions back to facilitator who gets all groups to agree on a common vision statement.

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TEAM VALUES, VISION, AND MISSION (contd.)

(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.

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 out HANDOUT and give 5 minutes to read it. Then use 1-2-4-all approach: Give 1 minute for quiet reflection, 2 minutes to discuss in pairs and then 4 minutes as a foursome or larger group to discuss and share ideas. Small groups then feed discussions back to facilitator who gets all groups to agree on a common vision statement.

A team's mission statement describes what the group is going to do, and why it is going to do it. They are more concrete and practical than vision statements and are action-oriented.

Principles for mission statements:

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

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TEAM VALUES, VISION, AND MISSION (contd.)

(contd.)

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 team goals, vision, mission and team values.

Output: A set of values, vision, and mission statements for the team and short and long terms objectives/goals which the team should agree to review against progress at agreed future date. Ideas for strategies on how to work towards goals. These should be made explicit and posted publicly on ward/unit (teams may need to appoint a volunteer to do this).

Give brief feedback on the session. Thank everyone for contribution, ask people how they found the intervention, give topic and date for next session (Goal setting and role clarity).





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HANDOUTS



TEAM VALUES, VISION, AND MISSION



TEAM VALUES, VISION, AND MISSION

Group task 1: Creating vision statement for your team

Your **vision statement** communicates what your team believes are the ideal conditions for how your team work is performed – how things would look if the issues important to the team were perfectly addressed.

By developing a vision statement, your team makes its beliefs and objectives clear - within the team itself, to the wider organization, and to patients / community.

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

e.g. The Mayo Clinic's vision statement: "Mayo Clinic will provide an unparalleled experience as the most trusted partner for health care."



Group task 2: Creating mission statement for your team

Mission statements describe what the team will do, and why. They are more concrete and practical than vision statements and are action-oriented.

Principles for effective mission statements:

- *Should be concise:* Ideally one sentence, written in 50 words or less.
- *Should be outcome focused:* Explain the outcomes your team is working towards.
- *Should be inclusive:* Broad statements so that mission statements are not limiting.

Consider this structure in designing your 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?

e.g. **The Mayo Clinic's Mission statement:** "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."



TEAM VALUES, VISION, AND MISSION

Example vision, mission, and goals

Anytown Primary Healthcare Team

Vision

We will improve the quality of life for those we serve by ensuring their health care is leading-edge and humane.

Mission

Our mission is to promote the health, growth, and wellbeing of all those in our community, including patients, relatives, community members, and practice members, by respecting the individual, encouraging co-operation and collaboration, and emphasising excellence in all we do.

Team Goals

- To put as much resource (people, time, money) into health promotion as into illness treatment – measured by resource allocation.
- To involve all team members in setting goals and improve our functioning of a team continuously – measured by improvements in team functioning.
- To promote the control and quality of life of those with long-term conditions (such as diabetes and asthma) – measured by their ratings of care quality and symptom control.
- To improve health outcomes in the community by seeing decreases in heart disease, cancer, obesity, and drug and alcohol misuse.
- To improve the quality of relationships we have with other organisations and teams we work with (hospital, other primary health care teams, social services) – measured by their annual ratings of our cooperativeness.

From West et al., 2017 – Sample case study on how teams can derive goals from vision and mission statement





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OUTCOMES TEMPLATE



TEAM VALUES, VISION, AND MISSION



OUTCOMES TEMPLATE



TEAM VALUES, VISION, AND MISSION

TEAM NAME		
	SUGGESTED AT THE INTERVENTION SESSION	FINALISED BY THE LOCAL IMPLEMENTATION TEAM
Values we would like the team to embody		
Vision Statement		
Mission Statement		

