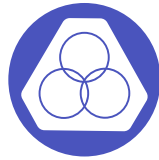


The Art of Teamwork
Toolkit



Team purpose Facilitator guide

Activities and worksheets:

Team purpose statement 60-90 min

Create a statement about what matters most on the team.

Purpose path 30-45 min

Bring the team's purpose statement to life with outcomes, goals, and behaviors that connect to its keywords.

What is team purpose?

The shared meaning that keeps teams focused, fulfilled, and aligned toward achieving their objectives.

Team purpose is an aspiration, not a metric.

Team purpose is your team's guiding light—it should be both inspiring and grounding. Keep these points in mind when you're introducing the concept of purpose to your team.

More like:

"This is the impact we want to have out in the world."

Less like:

"This is the impact we can have on our KPIs and bottom line."

Writing a purpose is a collective exercise, not a corporate mandate.

More like:

"Who are we? Why does this matter? Let's collectively and iteratively think about the impact we want to have as a team."

Less like:

Leader:
"Everyone, here is our new purpose."

Team purpose

Activity 1 of 2

Team purpose statement

Purpose is an intangible thing, but the more the team aligns on what it means and how it shows up, the more real it will feel. This activity will guide the team through a series of steps—from reflections to drafting—to arrive at a team purpose statement.



Facilitator instructions

The team purpose activity has three steps:

01 — Set the stage

02 — Guide a discussion

03 — Keep it going

Context

When the team needs clarity, alignment, and a guiding light to help them move forward.

Goal

Develop a team purpose statement.

Time

60-90 minutes



Worksheet

Team purpose statement — pg. 7-9



Materials needed

Markers

Sticky notes



01

Set the stage

Activate

Creating a team purpose statement provides teams with greater agency, clarity, and sense of direction. If a team member knows what the team purpose is, they feel more empowered. They now have direction to begin evaluating actions they might take, big or small.

To get the team thinking, try these talking points:

- We're going to go through a brief exercise to think about our collective purpose—what gives us meaning in our work?
- Team purpose guides us. Yes, we have goals and metrics to complete, but we're all working toward a bigger goal.
- There's no right answer—this activity is meant to be generative and help us all align behind a vision.

Print worksheet

Print out the worksheet for each of your team members for this activity:

[Team purpose statement — pg. 7-9](#)



Prepare

Get ready to facilitate the team purpose statement activity with the team.

Here's a checklist:

- ☐ Review the team purpose statement worksheet.
- ☐ Share the purpose statement worksheet and invite the team to complete the reflection questions (page 7).
- ☐ Invite the team to a 60- to 90-minute meeting.
- ☐ If you have a remote team member, help them feel included by starting a Microsoft Teams meeting and sharing your whiteboard or camera.



02

Guide a discussion

Reflect

Invite the team to share reflections from the purpose statement worksheet. You might consider asking each person to pick two or three words from other team members who inspired them. Make a running list of these words as they share their results.

Try these guiding questions:

- What resonated most with you?
- What surprised you?
- Did any responses make you shift your point of view?

Draft

Use the team purpose statement worksheet and invite team members to draft a team purpose statement. People can craft more than one if they'd like to.

Next, invite the team to share. Be sure to capture ideas so that the statement can be easily seen and compared to different statements. Sticky notes can be a helpful way to capture, using one idea per note. Put them up in the room so everyone can follow along.

Vote

Invite the team to vote on their top two purpose statements. Keep the purpose statements with the most votes to move into synthesis.

Synthesize

Together with the team, combine different purpose statements into one for the team.

Here are some tips:

- Mix and match words.
- Avoid using business jargon.
- Be expressive and make it personal.
- If the team gets hung up on a particular word or phrase, invite them to prioritize and ask why.



Team purpose statement
Facilitator instructions

03

Keep it going

Revise

It may take a few more versions after the group discussion to get the words just right.

After some time has passed, find opportunities for the team to revise the team purpose statement. Leverage a recurring meeting to adjust the team purpose statement as needed.

Revisit

Find opportunities for the team to celebrate moments when the team purpose comes to life. Create a ritual that calls attention to those moments.

Invite the team to reflect on the team purpose as they look back at past events, milestones, or successes. How do these align to the team purpose?

Repeat

Teams are dynamic—always moving and changing—so it makes sense that a purpose statement needs to be revised over time. Maybe the business has pivoted. Maybe the team composition has changed. Revisit it with the team. Ask: Does it still make sense? Invite revision.



7



Worksheet

Team purpose statement

Page 2 of 3

Now, draft a team purpose statement. What inspires you most about the work you and your team do?

Our team exists to
(create this impact)

.....
for
(intended audience)

Example

If you're stuck, think about Taho's team at Pike Place Fish Market.

"We exist to bring wonder and delight to every Pike Place visitor."

In this example, the words "delight" and "visitor" are important:

"Delight" is the happiness that motivates Taho and his team, and the word "visitor" is important because he wants to make everyone happy—not just those buying fish.

Tips and tricks

Writing a purpose can be daunting, but here are some tips:

- Mix and match company-specific words with human truths. You didn't see any business jargon in the example purpose statements. There's a reason for that!
- Make the words play. Writing a purpose statement is not an exhaustive exercise, but an expressive one—make sure you are using language that resonates well and can be inspiring to others.
- Write something that your team could proudly put on display. Yes, purpose statements should be playful—but they also need to be commanding enough to help guide your work and decisions.



Worksheet

Team purpose statement

Page 3 of 3

Fill in the blanks together with the team.

Our team exists to
(create this impact)

.....

.....

for
(intended audience)

.....

..... •

Team purpose

Activity 2 of 2

Purpose path

A team's purpose is only meaningful if it shows up in the work. This activity will bring the team's purpose statement to life by linking keywords or phrases within it to everyday outcomes, behaviors, and goals.



Facilitator instructions

The purpose path activity has three steps:

01 — Set the stage

02 — Guide a discussion

03 — Keep it going

Context

When the team needs motivation and help seeing the impact of their work through actions and daily outcomes.

Goal

Develop purpose-driven goals to build momentum and show progress.

Time

30 minutes



Worksheet

Purpose path — pg. 14-15



Materials needed

Markers

Sticky notes



01

Set the stage

Activate

Let the team know you want to explore the team goals through the lens of team purpose. Set aside some meeting time to activate the team.

To get the team thinking, try these talking points:

- We can keep our purpose alive with clearer goals that align to a bigger vision.
- Goals are aspirations made tangible. Things we can measure and be proud of. They are not KPIs.
- How will we know if we're acting in accordance to our broader purpose? Aspirational goals can help us get there.

Print worksheet

Print out the worksheet for each of your team members for this activity:

[Purpose path — pg. 14-15](#)



Prepare

Get ready to facilitate the purpose path activity with the team.

Here's a checklist:

- ☐ If the team does not yet have a purpose statement, consider taking them through the team purpose statement activity.
- ☐ Invite team members to a 30-minute meeting to reflect on how the team's purpose shows up every day.
- ☐ If you have a remote team member, help them feel included by starting a Microsoft Teams meeting and sharing your whiteboard or camera.



02

Guide a discussion

Reflect

Start the conversation by revisiting the team's purpose statement through the lens of inspiring words. If you don't yet have a purpose statement, you may want to use your organization's mission as a proxy. Remember, though, that organizational missions are often different than a team's unique and clarifying purpose.

Then, prime the team to reflect together:

- What would it look like to live our purpose every day?
- What action can we take today? In a week? In a month? In a year?
- How would we define and measure success?

Draft

If purpose is your guiding light, your team needs clear goals to get there.

Use the purpose path worksheet, and invite the team to pick out inspiring words from within the purpose statement and describe why they matter. See the Pike Place example within the purpose path worksheet.

Finally, identify goals that bring the purpose to life. These goals should go beyond traditional metrics and are more purpose driven.

Vote

Pick out a few of the goals the team is most energized by. You might do this by inviting the team to vote.

Once you have identified three to five goals, capture them and be sure to share back with the team.



03

Keep it going

Revisit

Revisit the purpose goals the team has identified. Invite the team to come up with ways to celebrate these moments.

This can be part of an existing meeting—maybe a weekly planning session, a regular social event, or anything that makes sense for the team.

Revise

After some time has passed, find opportunities for the team to revise the purpose goals. Are they still relevant? If not, repeat the same process.

Repeat

Teams are dynamic—always moving and changing—make sure to realign purpose goals as your team changes. There may be natural moments to do this in quarterly meetings or annual reviews.



Choose keywords within your purpose statement. Then, in your own words, describe why they matter. Finally, brainstorm an everyday goal, outcome, or behavior that would bring that statement to life. See the next page for an example.

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Worksheet

Purpose path

Page 2 of 2

Example

Taho Kakutani has been a fishmonger at Pike Place Fish Market for 15 years. While Taho's team's official job is selling fish, something else gets them out of bed in the morning:

"When you're contributing to something bigger than yourself—like making people happy—it's motivating because you're doing it for a larger purpose," Taho says.

So in this case, Taho and his team likely have a sales quota. But their purpose goes beyond that, which means they probably have goals beyond sales.

"We exist to bring wonder and delight to every Pike Place visitor."

Keyword in purpose statement	Why it matters	What it can look like (goal)
Delight	→ They sell fish, but strive to make people happy.	→ A daily goal of 10 people laughing, 6 high-fives, or 20 smiles.
Every Pike Place visitor	→ The company strives to bring a good experience to every visitor, even those who may not be customers.	→ A daily goal of how many people stop to visit the Seattle market area just because they wanted to experience Pike Place Fish Market.