

Thematic Goal Exercise

PURPOSE To bring teams out of their silos and rally together to focus on the one thing that is more important than anything else in the company. That theme that unites efforts and helps the business achieve its results, aims and objectives.

REQUIREMENT This exercise is designed for teams of up to 12 people. Allow for 1-2 hours for establishing and aligning around the thematic goal, and allocate more time to review, reflect and refine.

DEFINITIONS

Thematic Goal - translation of the single most important thing the team needs to focus on right now, and achieve within the next 6-9 months, in order to drive the business forward

Key Focus Areas – represents those areas that the team needs to focus in on in order to deliver the thematic goal

Work streams – represents the list of critical, high level actions that team members need to commit to doing in support of the key focus areas

Key Enablers – represent ‘business as usual’ activities that must be maintained to keep the business going

INSTRUCTIONS

- Ask each team member to individually answer: "What is the single most important thing that we must get done within the next 6-9 months in order for us to drive the business forward?"
- Team members privately, and without discussion, write their ideas on post-it notes (1 post-it per idea)
- Once everyone has committed something to paper, go around the team and ask each person to put their post-it on the wall. The leader must go last.
- Identify which ideas have been suggested by multiple team members and group them together.
- Ask the team to review the ideas and identify which one rises to the top as the most important.
- If there are still some discrepancies, ask team members to take 60 seconds to convince the team why their suggested idea is the most important.
- Ask the team to consider which of the ideas on the list are truly contenders for the Thematic Goal, and which may simply be an enabler to achieving that goal.
- Remind the team of the question – "What is the single most important thing that we must get done within the next 6-9 months in order for us to drive the business forward?"

- Now ask the team to vote for the idea that they believe is the single most important thing that they must get done.
- Articulate the Thematic Goal in a simple sentence - something that everyone will understand and that you could explain, ideally, in 10 seconds!
- Capture the Thematic Goal, using the template below.
- Further define the Thematic Goal by determining the 4-6 key focus areas that will enable delivery of the thematic goal.
- Identify the critical, high level actions that team members need to commit to doing in support of the key focus areas.
- Highlight the ongoing 'business as usual' activities that must be maintained to keep the business going, with ownership and time frames.
- Review, reflect and refine as required.
- The Thematic Goal should be reviewed, and progress updated, at the team's weekly meeting.

Once the **Thematic Goal** is set for the team, each relevant function can then create a corresponding Thematic Goal. This serves to align employees and provides an objective tool for collectively driving the business forward.

*This exercise was inspired by Patrick Lencioni's model as described in his books.

TEMPLATE / EXAMPLES:

See following pages

Thematic Goal - *Template*

Key Focus Areas

Work Streams

Enablers

Thematic Goal - Example

Increase ticket sales

Key Focus Areas

Develop e-ticket App

Pricing

User testing group

Launch

Work Streams

Liz

Establish requirements

Identify developers

Tender

Build

March

Mark

Set a competitive price

Switch to tiered pricing

Discount smartly

April

Paul

Set up group

Establish areas

Analyse data

June

Ellie

Promote on sites

Create a launch page

Piggyback ticket sales

Find new partners

October

Enablers

Finance

Marketing

Sales

Customer engagement