



# Envision the Team through Sponsorship

**When teams are set up for success the process begins with Sponsorship.**

**What is the purpose of this team?**

**Who will do the work to achieve necessary outcomes?**

A Sponsor designs a kind of “blue print” that answers these questions. This blueprint, known as a Sponsorship Document, succinctly spells out the team’s purpose and desired outcomes. The sponsor must have clarity and understanding about the priorities or projects the team will be working to solve. The sponsor must weigh pastoral issues against available resources and potential payoff.

The document also sets boundaries or parameters that help the team to do its work. Boundaries must provide enough latitude for the team to flex its skills and work autonomously at some stage. The team must be given adequate authority to use appropriate resources and make choices that increase its capacity to be effective and implement agreed-upon solutions.

The process includes analysis of the specific skills required for the work to be accomplished, consideration of persons whose skills match the needs, and a discernment of the right mix and balance of team members based on several criteria.

**Sponsorship Worksheets will help you learn the process and create a Sponsorship Document.** This document is completed in the “Pre-Team” time period and is the sole responsibility of the Sponsor.

*“God himself lives and works according to the rule of superabundance, of that love which can give nothing less than itself. That is the simple answer to the question about the essence of Christianity, which confronts us again at the end and which, properly understood, includes everything.”*

—*What It Means To Be a Christian*  
Pope Benedict XVI, 1965. New edition, 2005; pg. 83



# Components of the Team Charter

There are six components to the team charter document. The first five steps belong to the team members. Step six brings the Sponsor and the Team together to sign off on a mutually agreed upon document.

1. Team Vision

- Visualize the Possibilities
- Identify Assumptions and Boundaries
- Craft a Purpose Statement
- Identify Team Values

2. Anticipated Team Outcomes

3. Team Operating Guidelines

4. Team Norms and Ground Rules

5. Team Roles and Responsibilities

6. Charter Endorsement

**The Charter Document precedes the team’s work on specific outcomes. It is the single most important element in setting up a sponsored team for success. It takes into account the critical duality that a team must pay attention to both output and process. It debugs teams!**

*“Mutuality does not mean equality, but it does mean the absence of domination and ‘power over’ in the relationship[s]. Respect for and acceptance of the other is the bedrock of mutuality. In this paradigm freedom is the heart of what it means to be human. We are free to love and to choose freely that which is good for ourselves but also for others.”*

—Leadership in Religious Communities:  
Witnessing to the Power of the Resurrection  
*Human Development*; Volume 27, Number 4, Winter 2006, Helen Cahill, O.P.



# Part 1—Team Vision

## Visualize the Future (Self-Reflection)

Before completing the three elements comprising the Team Vision—Purpose, Values, and Mission Statement—it is helpful to begin by visualizing the team's potential.

*Project yourself into the future. Assume you are reflecting back on work the our Team has performed. If the team were functioning ideally, what would it look like? As the visualization questions are read aloud, simply think about what your answers might be. Let your imagination run wild. When visualizing is completed, take a few minutes to capture your thoughts, feelings, and ideas in the spaces below.*

1. What is the team producing or accomplishing? How is it serving others?
2. How do we share our faith and help each other grow spiritually?
3. How do we use our time?
4. How do team members interact with each other?
5. How do team members feel when a meeting or event is upcoming?
6. How do we deal with disagreement and conflict?
7. How are decisions made?



8. How is leadership provided?

9. What is the atmosphere or climate of the team?

10. What values are being demonstrated in the way we work together and in the services we provide or products we produce?

11. How do we support, encourage, and recognize each other?

12. What do others say about our team?

14. How do we celebrate success?

15. If this team knew it could do anything and not fail, what would it dare to do?



## Visualize the Future (Team)

*After you have finished writing, compare and contrast your responses with those of your team members. Capture the common denominators in the spaces below.*

1. What is the team producing or accomplishing? How is it serving others?
2. How do we share our faith and help each other grow spiritually?
3. How do we use our time?
4. How do team members interact with each other?
5. How do team members feel when a meeting or event is upcoming?
6. How do we deal with disagreement and conflict?
7. How are decisions made?
8. How is leadership provided?



9. What is the atmosphere or climate of the team?
  
10. What values are being demonstrated in the way we work together and in the services we provide or products we produce?
  
11. How do we support, encourage, and recognize each other?
  
12. What do others say about our team?
  
13. How do we celebrate success?
  
14. If this team knew it could do anything and not fail, what would it dare to do?

*"Where there is no vision, the people perish."*

*—Proverbs 29:18*



## Team Purpose Statement

Now that the team has visualized the ideal team, imagined the best-case scenario without limitations, and recognized the team's potential, it is more likely to create a purpose with passion.

## Identify Assumptions and Boundaries

*The first step for creating a Purpose Statement is to identify the assumptions that team members have about the team—especially regarding the purpose, responsibilities, authority, and boundaries of the team. Assign one member to record all the responses. Use a flip chart if available.*

Use the questions below to stimulate your thinking ...

1. Why does the team exist? Why was it formed?
2. How will our organization (the Parish) benefit as a result of our team's success?
3. What is the sponsor's vision for the team?



4. Is there a difference between what the sponsor hopes for the team and what team members envision?

5. What is the team's understanding of its resources?

6. What is the time commitment that team members perceive needs to be made for the team to accomplish its purpose?

7. What assumptions does the team have regarding its authority and boundaries?





8. What do team members see as the team's primary responsibilities?

9. What assumptions, prejudices, and/or issues from past baggage exist among the team's constituents (the people and parish that the team serves) does the team need to address?



## Team Purpose Statement, continued

### Agree on Assumptions and Boundaries

*Highlight the assumptions brainstormed that the team agrees are true or relevant and record in the space provided below.*

Refer to these assumptions and boundaries as you create your Purpose Statement, Values, and Image Statement.



## Team Purpose Statement, continued

### Discuss Areas of Disagreement

*Highlight assumptions where there is disagreement or confusion and attempt to resolve them in the time allotted.*

*If you can't come to an agreement or resolution because of the lack of time or information, plan to meet in the future to explore the issue(s) more thoroughly with the sponsor or other resources. Capture these potential areas of disagreement in the space provided below ...*

Monitor these conflicting assumptions as you continue the chartering process to be sure they are not undermining your progress. It is better to acknowledge areas of confusion, contention, and consideration now rather than have them deal the team a fatal blow at some critical juncture.



### Team Purpose Statement, continued

Create the team's Purpose Statement using insights gained from the team visualization and agreed upon assumptions and boundaries. But before making use of the team's collective wisdom, try your hand at crafting the team's Purpose Statement from your own point of view.

### Craft the Team Purpose Statement—Individual Version

*Follow the four-step process outlined below to write an individual version of the team's Purpose Statement in one sentence (or short paragraph).*

1. List common characteristics present on the team that you feel good about. These will be nouns.

Examples: We have ...

Expertise in ...	Compassion for ...	Knowledge of ...
Sense of humor	Faith in ...	Understanding of ...
Interpersonal skills	Love of ...	Caring for ...
Energy	Sales ability	Creativity
Enthusiasm	Diversity	A calling to ...
_____	_____	_____
_____	_____	_____
_____	_____	_____

*"The one who involves themselves in creating a new way of being, those who craft and create a new model, are the ones will eventually own it and claim it as theirs. If there is no involvement, there is no ownership. Thus, everyone needs a place at the table, and there must be a means for finding their seat."*

—Circular Models of Leadership: Birthing a New Way of Being  
Human Development; Volume 27, Number 4, Winter 2006, Ted Dunn, Ph.D.



## Team Purpose Statement, continued

### Craft the Team Purpose Statement—Individual Version

2. Create a list of ways the team effectively interacts with people, especially those it serves.

Examples: We ...

Teach	Convince	Inspire	Nurture
Produce	Study	Care	Plan
Encourage	Lead	Write	Act
Stimulate	Love	Manage	Sell
Speak	Help	Motivate	Build
_____	_____	_____	Organize
_____	_____	_____	_____
_____	_____	_____	_____

3. Write a description of a perfect world for your team—from your perspective. The “world” can be defined as the universe, the planet Earth, or the parish community your team serves.

*Example: My perfect world is a place where every parishioner understands and lives the Catholic faith as a result of a dynamic, stimulating, and effective religious education program.*

My perfect world ...



### Team Purpose Statement, continued

#### Craft the Team Purpose Statement—Individual Version

4. Combine two nouns, two verbs, and your definition of the perfect world.

*Example: The Religious Education Leadership Team's purpose is to use our knowledge of the teachings of the Magisterium and understanding of students' needs to create and oversee the delivery of a dynamic, stimulating, and effective religious education program so that all parishioners of St. Monica's understand and live the Catholic faith.*

#### Team Mission Statement Template

Our team purpose is to use our

\_\_\_\_\_ and \_\_\_\_\_  
(noun) (noun)

to \_\_\_\_\_ and \_\_\_\_\_  
(verb) (verb)

\_\_\_\_\_ to/so that/in order that  
(with whom or what)

\_\_\_\_\_ (my perfect world ....)

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



## Team Purpose Statement, continued

Use the team's collective wisdom to craft the team's Purpose Statement.

### Craft the Team Purpose Statement—Team Version

*Follow the four-step process outlined below to craft the team's Purpose Statement in one sentence (or short paragraph). Coalesce team members' individual responses and ideas to create a Purpose Statement that draws from the team's diversity, but reflects its shared sense of purpose.*

1. List common characteristics present on the team that you feel good about. These will be nouns.

Examples: We have ...

Expertise in ...	Compassion for ...	Knowledge of ...
Sense of humor	Faith in ...	Understanding of ...
Interpersonal skills	Love of ...	Caring for ...
Energy	Sales ability	Creativity
Enthusiasm	Diversity	A calling to ...
_____	_____	_____
_____	_____	_____
_____	_____	_____



### Team Purpose Statement, continued

#### Craft the Team Purpose Statement—Team Version

2. Create a list of ways the team effectively interacts with people, especially those it serves.

Examples: We ...

Teach	Convince	Inspire	Nurture
Produce	Study	Care	Plan
Encourage	Lead	Write	Act
Stimulate	Love	Manage	Sell
Speak	Help	Motivate	Build
_____	_____	_____	Organize
_____	_____	_____	_____
_____	_____	_____	_____

3. Write a description of a perfect world—from your perspective. The “world” can be defined as the universe, the planet Earth, or the community your team serves.

Example: *My perfect world is a place where every parishioner understands and lives the Catholic faith as a result of a dynamic, stimulating, and effective religious education program.*

My perfect world ...





## Team Purpose Statement, continued

### Craft the Team Purpose Statement—Team Version

4. Combine two nouns, two verbs, and your definition of the perfect world.

*Example: The Religious Education Leadership Team's purpose is to use our knowledge of the Magisterium and understanding of students' needs to create and oversee the delivery of a dynamic, stimulating, and effective religious education program so that all parishioners of St. Monica's understand and live the Catholic faith.*

#### Team Mission Statement Template

Our team purpose is to use our

\_\_\_\_\_ and \_\_\_\_\_  
(noun) (noun)

to \_\_\_\_\_ and \_\_\_\_\_  
(verb) (verb)

\_\_\_\_\_ to/so that/in order that  
(with whom or what)

\_\_\_\_\_ (my perfect world ....)

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



## Identify Team Values

### Identify Team Values—Individual

Now that the team has crafted its Purpose Statement, it needs to identify heartfelt values that will guide future decisions and actions. 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 products or services?*

*Identify the 3-7 values you would like your team to adopt*

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

*"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*



## Identify Team Values—Pair

*You and your partner will now share your lists and come to agreement on 3 values. Be sure to discuss how you interpret the values you have listed, and be sure you understand the meaning behind the values presented by your partner.*

1.

2.

3.



### Identify Team Values—Team

*As a team, compare and contrast the three sets of values. Again, be sure to communicate the meaning and description of the values presented. Come to agreement on 3-5 values that the entire team can embrace. Also agree on the definition of the value and behaviors that demonstrate the value. Record agreements in writing in the space provided.*

Value: \_\_\_\_\_

Definition:

Behaviors:

Value: \_\_\_\_\_

Definition:

Behaviors:



## Identify Team Values—Team, continued

Value: \_\_\_\_\_

Definition:

Behaviors:

Value: \_\_\_\_\_

Definition:

Behaviors:



### Identify Team Values—Team, continued

Value: \_\_\_\_\_

Definition:

Behaviors:



## Capture Team Image

Now that your team has agreed on its purpose and values, it is important to synthesize the essence of the team in elegant simplicity through an image statement that is motivating to both team members and its constituents.

An Image Statement captures the essence to the questions *What does your team do, stand for, and hope to accomplish?*

*With your teammates, write an easy-to-remember statement—hopefully just one sentence—that captures the message you want to send to the team's constituents and the general public about what your team stands for and hopes to accomplish.*



## Part 3—Team Operating Guidelines

The most critical guidelines are those for meeting structure, problem solving, decision making, conflict resolution, and emerging leadership.

*Consider the following questions to prompt awareness of the guidelines that will most empower your team to work efficiently and effectively over time.*

### Meeting Structure

- How should meetings be run?
- Should agendas and minutes be used?
- How often should meetings be called?
- Should there be a facilitator, scribe, process observer, or timekeeper?

### Problem-Solving Process

- What is the team's policy on voicing problems, issues, complaints, and concerns?
- How shall the team solve project/program problems and issues?
- Will the team follow or use a particular problem-solving model?
- What is the team's tolerance for exploring solutions and generating alternatives?
- Does the team know the rules of brainstorming?
- What tools or techniques will be required?

### Decision-Making Policies

- How will the team make decisions?
- Will different decisions require different decision-making processes?
- Does a quorum need to be present for certain decisions? Which ones?
- What resources will the team have for making decisions?
- Are decisions considered final once made? Under what circumstances is it appropriate to change decisions?
- Does the team have a plan for involving all team members to contribute to the decision-making process and for encouraging and valuing participation?

### Conflict Resolution Rules

- How does a team member voice a conflict or perceived breach of values?
- What strategies does the team employ to resolve conflict?
- Does the team have a systematic approach to resolving conflict?
- What is the responsibility of the parties who are in conflict?
- What is the responsibility of other team members when conflict arises?
- What is the team's value regarding conflict and raising issues?

### Other Rules for the Team to Consider





## Establishing Team Operating Guidelines

*Based on your answers from the team guideline prompts, establish critical operating guidelines.*

Meeting Structure Guidelines

Problem-Solving Guidelines

Decision-Making Policies

Conflict Resolution Rules

Other Rules for the Team to Consider



*As a team, consider and record your 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.*

Despite more than 5000 years of civilization, when people work together they still need rules—or norms—on how to deal with each other. A norm is an accepted way of doing things. 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.

Ground Rules for Communication

Ground Rules for Giving and Receiving Feedback

Ground Rules for Commitment, Involvement, and Engagement



## Ground Rules for Setting Tone

## Ground Rules for Celebration

## Other Ground Rules



# Part 5—Team Roles and Responsibilities

Team responsibilities are a set of roles that the whole team or individual members will be accountable for during the team’s operation. Roles and responsibilities may be collective, paired, or individual. This distinction is important to ensure balance between a team approach and individual accountability. This worksheet gives you an opportunity to clarify existing roles and evaluate assignments or re-assignments that need to be made.

## Identify Team Roles and Responsibilities

*Based on the operating guidelines and team norms, identify which roles and responsibilities are collective, which are paired, and which are individual. Refer to your job aid for helpful tips and examples*

### Collective Responsibilities

(Clear statements of responsibilities to be shared by every team member)

- 
- 
- 
- 

*"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  
Speaking in Cleveland, Sept. 23, 1999



## Identify Team Roles and Responsibilities, continued

### Paired Responsibilities

(Clear statements of responsibilities to be shared by two team members, one acting as a support to the other)

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- 
- 
- 

### Individual Responsibilities

(Clear statements of responsibilities for which an individual will be held accountable)

- 
- 
- 
-



## 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

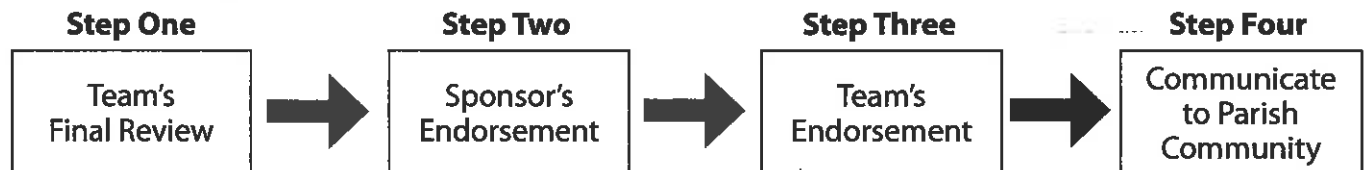
Scribe/Recorder

Timekeeper



## Part 6—Charter Endorsement

The charter endorsement process involves four discreet steps. First the team should make a final review of the entire Charter Document to make sure what they have produced is complete and is the best they can make it. Then they forward it to the Team Sponsor for review and endorsement. Hopefully, the sponsoring process would have been completed well enough so that no changes will be necessary at this time. The sponsor should make every effort to not make changes. The next step is for the team to review the sponsor's endorsement and make their endorsement. It should be made clear to everyone from the outset that the team endorsement follows the sponsor's endorsement. Finally, the endorsed charter is communicated to the rest of the parish community.



### Team Final Review

All team members must fully and completely agree to work toward endorsement of the charter—working out any individual reservations about various components.

*Answer 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.)



## Team Final Review, continued

5. If you have reservations, are they strong enough that you may choose not to give your best effort?

The team must be unified around a common purpose, outcomes, guidelines, and norms. 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.





## 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 to 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? Intranet? 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 Example:

St. Katharine of Siena  
**Parish Mission Advancement Committee**  
*Team Charter*  
 February 28, 2006

**I. Purpose**

The Parish Mission Advancement Committee purpose is...  
 to use our creativity and enthusiasm  
 to envision and plan for 2010  
 so that all registered parishioners at St. Katharine of Siena  
 are growing closer to Jesus Christ and  
 are more engaged in the life and activity of the parish  
 and reflect Christ's love to all we encounter.

**II. Values**

Trusting in the Holy Spirit to guide our work, we value openness and honesty, input from as many parishioners as possible, accountability for our work, responsible stewardship of the blessings we have received, the wisdom from our past, and a willingness to try new ideas.

**III. Key Responsibility Areas**

1. Assessment of current parish strengths and opportunity areas
2. Survey of internal and external parish "users" to create vision for 2010
3. Development of Operational Plan to advance the Mission and Vision

**IV. Timing and Budget**

The PMAC will be active from November 2005 through June 2006. The budget for the PMAC is dependent upon the proposals for data collection and subject to the approval of the pastor.

**V. Sponsorship**

The PMAC is an ad hoc committee, reporting to the Pastor through the Parish Pastoral Council. The Operational Plan will be presented to the Pastor and Pastoral Council on Tuesday, June 13, 2006.

**VI. Meeting Schedule and Structure**

- The Team will meet on the last Wednesday of the month from 7:00 – 8:30 p.m.

**VII. Decision Making and Conflict Resolution Process**

- Team members commit to follow the Co-chairs' recommendations for which decision-making process to use when.
- We will resolve conflicts following Matt 18: 15-18 – that is, speaking to the individual directly as the first choice.

**St. Katharine of Siena Parish Mission Statement**

We, of Saint Katharine of Siena Parish, believe that we have been gifted with life, faith, and discipleship. Empowered by Jesus in word and sacrament, we are called to grow in wisdom and grace, fidelity to His Church, and in service to our brothers and sisters.



# Charter Document

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



INITIATE IN THE TEAM CONTEXT

<p><b>3. Team Operating Guidelines:</b>  <i>Define the meeting structure and timing, problem-solving process, policy for making decisions and resolving conflicts and any other operating guidelines.</i></p>									
<p><b>4. Team Norms and Ground Rules:</b>  <i>How will you communicate and share feedback, deal with commitment and involvement of members, set tone and celebrate successes?</i></p>									
<p><b>5. Team Roles and Responsibilities:</b>  <i>What are the collective, paired, and individual responsibilities?</i></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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