

# CHARTERING A TEAM GUIDE

TEAM NAME: \_\_\_\_\_

## PURPOSE

Be as concise as possible - this is why this team exists, not what the team does. The purpose should support the purpose of any parent team and the larger organization. It should answer the question "What are we working toward?"

**Example:** Breaking down departmental silos to foster distributed decision making.

## DECISIONS

What are the major decisions this team should be making to achieve the purpose? Which decisions should be done together? Which can be distributed? Which decisions require approval from others outside this team? Having clarity around who can decide what, and by what principles increases velocity and generates innovation. Keep your reserved decisions list for the full group short - remember, the idea is to distribute authority.

### How do we make decisions?

(i.e. by consent, consensus, majority rule)

### Suggestion to consider on how to make decisions using consent based decision making:

- Use [The Advice Process](#) for most decisions with specified limits on when this won't work
- Use [Generative Decision Making](#) for more challenging decisions
- Focus on **Safe to Try** experiments. You'll want to define what is "safe to try" for this circle?
- Are there any other rules we want to put in place or norms to operate by?

## MEASURES AND GOALS

Note that this section applies to **measure and goals** of the entire team, not individual roles within the team.

- This can be a mixture of both qualitative and quantitative goals.
- It's great to include anything that this team is explicitly accountable for (e.g. revenue for a sales team)
- For qualitative measures, be as specific as you can with how the team will rate results, define what "just getting by" feels like and what really doing something exceptionally well would be.
- Often metrics are in tension between multiple things. Discussions about metrics are important to get buy-in on.
- Are there any applicable even-over statements? (e.g. We will prioritize growth even over profitability.)

### Qualitative Example

- **Need:** People have access to information AND they know how to find it.
- **Action:** Increase in amount of information that is documented, findable, and accurate.
- **Need:** Deeper understanding of the value stream.
- **Action:** Help team members better know and understand the process on what happens and who is best to contact with.

### Quantitative Examples

- **Situation:** Large number of people joining an organization - potential for lots of emails.
- **Action:** Use Slack, get new people effective quickly.

## CONTEXT

Who is this team accountable to? What other groups/ teams does this team connect to? What do these other stakeholders need from us?

## TIMEFRAME

Is this a permanent or temporary team? Recommend defining what is temporary and what impacts that choice (e.g. completing a cross functional project)

## MEMBERSHIP

Who are the members of this circle? How do members join and leave the team? Will we have facilitator and/or a notetaker roles for our meetings?

**Note:** To have a true interdependence and not just be a group, it's useful for a team to have between 5-9 people. Consistency of membership is also important if you need to move through forming, storming, norming and into performing stage of team development. Membership also involves commitment- do any members have competing commitments, and if so, how will they be prioritized?

## LOGISTICS

How often do we meet, and for how long? How do we communicate outside of meetings? Will we have a facilitator and notetaker for all our meetings? How are decisions communicated?

## PRACTICES THAT SUPPORT OUR TEAM

There are practices that will help support your team. Here are a few examples that many teams like:

- Retrospectives on a regular cadence
- "Working out loud" tools such as Slack
- Visibility and Accountability tools (e.g. or Asana or Trello)

### Other areas you may include:

**Roles:** Do particular members have particular skills or focuses on this time?

### Resources that can be used

**Time allocation:** How much can each person commit to this team?



Thanks to [Ever Better](#) and [Brent Lowe](#) for the inspiration for this doc.