



Module 2 Deep Dive – Your Team’s Compelling Purpose

PRE-WORK EXERCISE

Defining Your Team's Compelling Purpose

A **Compelling Purpose** guides team members in working towards a common goal. It is clear to all members, is consequential for the team and its stakeholders, and is sufficiently challenging to tap into the team's inherent strengths.

It's important to distinguish between a Team's compelling purpose and an Organization's Mission. They are often closely related, but they are distinct.

A Team's compelling purpose usually describes what THE TEAM does in support of the Organization's Mission.

Why is it important?

A clear, consequential, and challenging purpose articulates why the team exists, how and why the team will work together (e.g.: interdependencies and norms) and the results the team aspires to. It orients and engages people to work together with energy, commitment, and intention.

A helpful framework is:

- ⇒ This team exists to:
- ⇒ We will do this by:
- ⇒ So that:

Exercise: Drafting a Compelling Purpose for your team

Individual Reflection

Think about who your team services, what they do, and the results you aspire to achieve. A good place to begin is by thinking about what your team's stakeholders expect from your team, and how your team's work connects to SSG Mission and Strategy.

Capture your thoughts and ideas by completing this framework:

This team exists to:	
We will do this by:	
So that:	

Remember:

Don't strive for perfection. The goal of this exercise is to help you think more deeply about what your team does, how they do it, and who they serve. Focus on developing a "pretty good" draft, which we will then discuss during the Deep Dive session in March.

Examples:

We understand that developing a clear and compelling purpose for your team can seem like a challenging undertaking, but we also find that the process of thinking about how your team's work connects to the Mission and Strategy of the broader organization helps the members of your team better understand their individual roles, while also supporting more effective collaboration, communication, and ultimately becoming more effective.

We've provided a couple of examples from real teams to stimulate your thinking. Use them as an inspiration, but don't rely on them as a model to copy. Create the Purpose that is unique to your team.

Financial Technology - Global Commercial Services IT Leadership Team

THIS TEAM EXISTS TO: bring the GCS strategy to life through a connected technology strategy that works across all engineering teams and platforms.

WE WILL DO THIS BY:

1. Focused and consistent prioritization: working on the right things
2. Consolidating products and capability: Challenging divergent product plans while creating a singular customer journey
3. Developing and implementing a 3-Year Roadmap covering : Technology Strategy, Investment Plan, Talent Plan
4. Bringing our teams with us as an integral part of the journey

SO THAT: we become the "go-to" team that creates compelling and innovative technology solutions to ensure our company becomes essential to our Commercial customers.

Healthcare Planning Team

THIS TEAM EXISTS TO: provide leadership to launch a collaborative, multi-stakeholder approach to radically improving the healthcare system of the region.

WE WILL DO THIS BY:

- Imagining and articulating inspiring possible futures
- Identifying and recruiting other leaders from key constituencies (especially from citizens and health care workers) to join in sharpening those aspirations
- Engaging others in developing wise priorities about initial projects that (1) build on what's already working; (2) shift the system in innovative and meaningful ways toward the future (3) build capacity to do more by engaging more leadership
- Inviting additional leadership teams to effectively lead the work forward (for example, by recruiting people, by providing resources and political capital for them to do the work)

SO THAT: we create the conditions for others to join in building a model for the country.

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