THE CHARTER

Agreements detailing *the work* that people have been organized to produce, and *the work processes* for maximum effectiveness and efficiency

Chartering Instrument for:

❖**Work Groups, Teams, & Study Groups**

❖**Advisory & Governing Committees**

❖**Subcommittees**

❖**Boards, Bureaus, Commissions, & Councils**

❖**Associations, Strategic Alliances, & Networks**

❖**Work Site Labor-Management Committees**

❖**Task Forces**

❖**Special Projects**

Think of the following as a 'menu' of candidate chartering decisions from which to choose, tailor, and expand as the circumstances at hand require.

With permission of the author:
Richard Mettler
September 2007

Sponsoring Authority

➢ What person, persons, or body is commissioning the work of this group?

➢ Is this group mandated formally (e.g., in statute, ordinance, contract, governing policies & procedures)?

➢ Is this group mandated informally through elected or appointed government official or other governmental leadership discretion?

➢ To whom is this group accountable for its results?

➢ What are the sponsoring authority's responsibilities and assurances (e.g., championing the cause of this group's work to others)?

➢ How will the sponsoring authority support the work of this group?

➢ What is the required review/approval protocol for this group as the work unfolds?

Name

➢ What name clearly and concisely identifies this group through its work?

Background/Context

➢ Briefly, what events and decisions contributed to the formation of this group?

➢ Statement of problems to be solved/opportunities to be seized

Charge, Mission, Purpose—Desired Outcomes, Goals, Deliverables, Core Functions

➢ What answers the question as to why this group of people has been organized? What is the work of this group?

➢ A list of concrete expectations (work products) that carry with them clear performance/success criteria

➢ How will the results of this group's work products be measured?

Vision of Charge, Mission, Purpose Accomplished

➢ A brief statement of what will be different when the work of this group is accomplished as intended

Scope of & Constraints to the Work

➢ What are the boundaries surrounding this group's charge, mission, purpose?

➢ What is the extent of this group's authority?

➢ What important decisions have already been made?

➢ What remaining decisions are within the purview of this group?

Membership

➢ Who comprise this group? Who are the core group members?

➢ What criteria govern ongoing and additional membership?

➢ Who's missing from this group? Are there important gaps in expertise—knowledge, skills, & abilities—or influence/authority represented in this group as currently constituted?

Organizational Structure

➢ How will this group of people be structured organizationally to best do the work?

➢ What organizational/working relationships will be put in place?

<u>Roles & Responsibilities</u>

➢ What are the general group member responsibilities?

➢ What particular group member roles and responsibilities need to be listed and identified by group member name? For example:

--Chairperson
--Group leader/project manager
--Content experts
--Technical/process support roles
--Other roles

<u>Decision-Making Method</u>

➢ How will this group make decisions?

➢ If the decision-making method is consensus, or consensus decision-making delegated with constraints, what is the fallback decision-making method in the absence of a consensus agreement? For example:

--Leadership considers the issues and decides
--Simple majority vote
--Two-thirds majority vote
--Majority rule with written dissenting minority opinion
--Table the matter for future consideration

<u>Other Operating Agreements</u>

➢ To what mutual expectations will group members hold one another accountable?

➢ What specific behavioral/social norms (ground rules) are especially important for this group of people (whether working together in meetings or on work projects/assignments between meetings)? For example:

> --Meeting attendance with full participation
> --Honor agreements
> --Work toward group agreement
> --Listen as an ally—*'radiant listening'*
> --Open & honest communication
> --Voice disagreements
> --Advocate this group's agreements & work progress to others

'Team' =df. "a *small number* of people with *complementary skills* who are committed

to a *common purpose, performance goals,* and an *approach* for which

they hold themselves *mutually accountable*."

[Katzenbach, Jon R. (1997) "The Myth of the Top Management Team,"
Harvard Business Review, November–December, 1997, pp. 83-91]

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Stakeholder Assessment

➢ Key stakeholders/stakeholder groups associated with the work of this group

A 'stakeholder' is any person, group, or organization that rightfully places a significant claim on this group's attention, resources, decisions, or output (products or services). A stakeholder is any of the following.

--A decision maker/leader who must approve work products from this group
--Anyone who is significantly affected by the work of this group
--Anyone counted on to help move the work of this group forward
--Anyone in a position to block this group's work progress

➢ For each key stakeholder/stakeholder group, what are the stakeholder 'wins' from the work of this group?

Stakeholder	'Win'

Resources Required

➢ A list of all required resources for this group to complete its work, for example:

--Outside expertise
--Equipment, materials, & work space
--Meeting accommodations
--Travel arrangements
--Additional group members
--Funds
--Support staff
--Decision making authority
--Access to the sponsoring authority

➢ For each required resource, what is its availability or how it will be obtained?

Resource	Availability/How Obtained

Key Assumptions, Issues, & Anticipated Barriers/Pitfalls

➢ A list of key assumptions that bear on this group accomplishing its work

➢ What is the potential impact of each key assumption?

➢ What are the key issues confronting this group?

➢ What are the major risks and critical events associated with the work of this group?

➢ What anticipated barriers might stand in the way of this group's work, and what can be done about these barriers?

➢ What could go wrong and obstruct progress, and what prevention or intervention can be used to overcome the problem?

What could go Wrong?	Prevention/Intervention

Force Field Analysis

➢ A force field analysis of assets and potential liabilities

Forces Pushing Toward Success	Forces Pushing Toward Failure

Communication

➢ What communication protocol is required to support the work of this group as it is structured organizationally?

➢ How will group members communicate with each other, for what reasons, and how often?

➢ How will communication be maintained between this group and its sponsoring authority, and other key stakeholders?

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Macro Work Plan

➢ What are the major phases and timelines of the work to be accomplished?

➢ What are the milestones that this group will achieve, and by when?

➢ When will this group's work begin?

➢ When will this group's work conclude?

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Detailed (Micro) Work Plan

➢ Based on the macro work plan, what specific work activities at the individual task level will occur during each of the major phases of the work?

➢ When will each work activity be accomplished, by whom, and with what result?

➢ [See *Strategic Goal Implementation Planning"*]

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Other Important Chartering Decisions

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Chartering Instrument For:

WORK GROUPS

TEAMS

SPECIAL PROJECTS

Name Of This Group
What name briefly and clearly identifies this group through the work of the group?

Background Information/Context To The Formation Of This Group.
Briefly, what events and decision contributed to the formation of this group (problems/opportunities statement)?

The Mission (Purpose) Of This Group
In twenty-five words or less, what answers the question as to why this group of people has been organized? What is the work of this group of people? Why has this group of people been formed?

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This Group's Core Functions
A list of the core work functions to fill out in greater detail that which is intended in this group's mission statement.

The Vision of This Group's Mission Accomplished

A brief statement of how the world will look differently when the mission of this group is accomplished as intended.

Stakeholder Assessment
Who are the key stakeholders/stakeholder groups associated with the work of this group?

For each key stakeholder/stakeholder group, what is the 'win' from the work of this group?

Macro Work Process Plan
What are the major phases of the work to be accomplished?

What are the major milestones that this group will achieve, and by when?

When will this group's work begin?

When will the work of this group be completed?

Detailed Work Process Plan
Based on the macro work process plan, what specific work activities will occur during each of the major phases of the work to be accomplished?

When will each work activity be accomplished, by whom, and with what result?

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Desired Outcomes Expected From This Group

A list of concrete expectations which carry with them clear performance/success criteria.

What specific desired outcomes will the work of this group achieve?

For each desired outcome, what deliverables (work products) will represent the results of the desired outcome as intended?

For each desired outcome, how will the results be measured?

When will each desired outcome be accomplished?

Sponsoring Authority For This Group

What person, persons, or body is commissioning this group?

To whom is this group accountable for its results?

What are the key sponsoring authority's responsibilities and assurances (e.g., in championing the cause of the work of this group to others)?

Scope of and Constraints To This Group's Authority

What are the boundaries surrounding this group's purposes?

What is the scope of this group's authority?

What important decisions have already been made?

What decisions are within the purview of this group?

Group Membership

Which people comprise this group?

What criteria govern ongoing and additional membership?

Who are the core group members?

Group Member Roles And Responsibilities

What are the general group member responsibilities?

What particular group member roles and responsibilities need to be listed and identified by group member names (e.g., the role of the group leader)?

Decision-Making Method

How will this group make decisions?

If the decision-making method is consensus or consensus decision making delegated with constraints, what is the fallback decision-making method in the absence of a consensus agreement?

Operating Agreements

To what mutual expectations should group members hold one another accountable?

What specific behavioral norms (ground rules) are especially important for this group of people [whether working together in meetings or on work projects]?

Organizational Structure Of This Group

How will this group of people be structured organizationally to best do its work?

What organizational/working relationships will be put in place?

Resources Required

List all required resources for this group to complete its work (e.g., outside expertise, equipment, workspace, funds, support staff).

For each required resource listed, indicate its current availability or how it will be obtained.

Key Assumptions, Issues, And Anticipated Barriers

List all key assumptions that bear on this group accomplishing its work.

Analyze each key assumption for its potential impact in terms of prevention and intervention.

What are the key issues confronting this group in doing its work?

What anticipated barriers might stand in the way of this group's work, and what can be done about those barriers?

Communication Process

What set of communication protocol is required to support the work of this group as it is structured organizationally?

How will group members communicate with each other, for what reasons, and how often?

How will communication be maintained between this group and the group sponsors and other key stakeholders?

Other Important Chartering Decisions

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COMMUNICATE

*When Agreements among People are Necessary
in Moving Forward with the Work*

When I listen, people talk.

Richard E. Mettler—5842 S. 52nd Street—Lincoln, NE 68516
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Meeting Management

Organizational & Community Strategic Planning & Issue Resolution

The Search Conference

Organizational Fundamentals

Interpersonal Conflict Resolution

Managing Group & Organizational Conflict

Self-Managing Work Groups: *The Self-Management Design Conference*

Labor-Management Relations: *The Worksite Labor-Management Committee*

Adult Education

The knowledge, skills, and abilities I bring to this work have been successful in hundreds of efforts in Nebraska, Kansas, Missouri, Wyoming, Colorado, Arizona, Alaska, Hawaii, New Mexico, North Dakota, South Dakota, Nevada, Virginia, and Norway.

The services I provide can be combined, and are always tailored to the problems and goals at hand, according to which my fees are negotiated. Customized training is available.

Call upon my experience to learn how I can support your efforts.

Additional information provided on request.

Initial consultation with my compliments

Meeting Management

Process design, facilitation, & follow through for 'high stakes' meetings, including: strategic planning; group conflict resolution; collaborative problem solving & decision making; focus groups; public dialogues; & key informant interviews

Successful meetings require systematic management of *meeting content* & *meeting process,* and clear, conscious, & public decisions about how to move forward throughout.

Organizational & Community Strategic Planning & Issue Resolution

Straightforward strategic thinking & implementation for concrete results in the real world to overcome challenges and capitalize on opportunities by uniting people around the most desirable & achievable future of organizations & communities

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The Search Conference

Strategic planning & problem solving in turbulent & unpredictable environments

The Search Conference is a fully participative group process for organizational & community open systems strategic planning, problem solving, and issue/conflict resolution for effective active-adaptive implementation & diffusion. The Search Conference is designed for any organization or community of people uniting around the common purpose of the most desirable & achievable future of the organization or community.

The Search Conference achieves these purposes through:

✓ Democratic dialogue based upon social bonds in pursuit of the common good in organizational & community life—a democratic forum of broad-based participation in planning & problem solving

✓ Concerted & detailed planning for the long-term future with a systemic focus and thoughtful exploration from multiple perspectives

✓ Open systems thinking, planning, & implementation for effective active-adaptation to the turbulent & unpredictable external environment

✓ Resolution of disagreement & conflict through appreciation of common ground

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Organizational Fundamentals

Including development of an organization's mission and vision of its mission accomplished, identification of the organization's core functions and guiding principles (beliefs & values), and creation of group charters

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Interpersonal Conflict Resolution

Interest-based mediation for mutual gain in the present, and improved interdependent relationships in the future

Through the intervention of a neutral third party, the *mediator,* disputing parties reach a mutually agreeable resolution to their conflict that they craft and are self-motivated to implement. Since the mediator manages the communication process involved in conflict resolution, disputing parties are free to concentrate on the issues in dispute, thus permitting them control of the solution to their conflict.

Mediation is a voluntary and confidential intervention tool concerned with the here and now, and the future.

Managing Group & Organizational Conflict

Strategies for conflict resolution between groups and for eliminating destructive conflict from organizational cultures

'Group Conflict'—Disagreement between or among groups of people expressed through emotion, either overtly or covertly

'Organizational Conflict'—A generalized atmosphere of unrest—anger, tension, anxiety, & mistrust—often difficult to recognize & understand, which can become woven into the organizational culture

'Organizational Culture'—The vast, intricate, & often-elusive tapestry of powerful forces that mold and infuse meaning & purpose into organizational experience, including:

❑ Symbolic work place life—rituals, traditions, ceremonies, recognition, & celebrations
❑ History—story telling & folklore, as well as metaphor & humor
❑ Communication practices, reporting relationships, & networks of social relationships
❑ Formal & informal reward structures
❑ Core beliefs & values as embedded in patterns of everyday work place practices & norms

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Self-Managing Work Groups

The Self-Management Design Conference—Techniques for organizing people around ongoing work & special projects for increased productivity, quality, & efficiency

People in a natural work group organize themselves so control & coordination of *how* the work is performed is located *where* productive activity occurs, the people who know the work.

The Worksite Labor-Management Committee

A formal Labor-Management partnership in resolving work place problems at the lowest possible level through collaborative dialogue in service to productivity, security, and quality of work life as certified by the Federal Mediation & Conciliation Service

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Adult Education

Customized course work/training curricula research & writing, including:

Meeting Management: Harnessing the Power of Meetings for Organizational Success

Strategic Management Process Model for Strategic Planning

Strategic Goal Implementation Planning

Search Conference Sponsor & Participant Pre-Briefing

Organizational Fundamentals

The Charter

Team Building Basics

Managing Conflict: Interpersonal, Group, & Organizational

Conflict at Work

Self-Management Design Conference

Work Place Satisfaction

The Worksite Labor-Management Committee

On Bullying in the Work Place

I am available for research & writing projects in service to your work.