
Charting The Team's Success!



A Team Charter Sample Template

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Sample Template

Overview

Team Charters are useful tools to help teams stay goal-focused. They help teams create detailed descriptions of how they will operate. Thus they facilitate decision-making, and can be used by teams to ensure that they are staying aimed at their “north star.”

Among other things, Team Charters:

- **Provide a living document which can be used to facilitate team decision-making**
- **Let teams know their goals and objectives**
- **Help codify the team’s norms so that new members can assimilate quickly**
- **Help people know the formal and informal “rules”**

I. The Team’s Challenge and Mission

Teams are created, namely, to overcome challenges, solve problems, or take advantage of opportunities. It is critical for the team to define exactly what it’s challenge is. Once challenge is identified, a team will be in a better position to define its mission. An example of a team’s challenge might be, “This team exists to ensure a high-quality and bug-free implementation for the Oct 05 release.” An example of a team’s mission might be, “The VA-HR application team provides maintenance and development for the VA-HR application. Though we report to the Director of IT, we are considered to be part of the HR organization, and our clients are the VISN Hospitals. Our team’s work will make it easier for HR professionals to administer the organization’s performance management tools.”

Team Challenge
<ul style="list-style-type: none"> • What is this team’s challenge? • Why was this team mobilized in the first place? • How does the work of this team contribute to the success of the company? • How will this team know when it has succeeded?

Team Mission
<ul style="list-style-type: none"> • What does this team do? • Who does this team do it for? • How do they benefit?

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II. Top Level Goals

Teams must define their goals in order to remain focused. Goals are high level targets that define success. A given team may have multiple goals, but ideally, the team will only have between 4-8 high level goals in all. An example of a goal area would be “Service Delivery”, and the goal description might read, “We will meet or exceed all Service Level Agreements (SLAs), including a bug-free implementation.”

Goal Area	Goal Description
Service Delivery	We will meet or exceed all SLAs, which include a bug-free implementation.

III. Measures and Objectives

Once the goals are defined, each goal should be “drilled down” with specific measures and objectives. Measures can be thought of as the “yardstick”, and Objectives can be thought of as the exact location on the yardstick for each goal area. Both short-term and long-term objectives should be defined.

GOAL: Service Delivery

	Measure	ST Objective	LT Objective
1.	Example: Bug-free software	Reduce the number of software defects to 3 per quarter by Aug 04, as measured by the software testing group	Reduce the number of software defects to 0 by Feb 05, as measured by the software testing group
2.			
3.			
4.			

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IV. Critical Success Factors

There will be a number of things that the team absolutely “get right” in order to accomplish it’s objectives, and thus meet it’s goals. Generally, a team will have between 4-8 CSFs. An few examples of a CSFs might be, “Provide accurate management/status reports on a weekly basis” and “Build strong client relationships by attending to client needs and continuously update them on issues and progress.”

Critical Success Factors
<ul style="list-style-type: none"> • • • •

V. Team Norms

Finally, team members should identify “norms” that they plan on abiding by. This includes behaviors that are deemed acceptable and unacceptable on the team. The team should also decide what the consequences will be for unacceptable behavior. An example of acceptable behavior might include, “We meet our individual and team commitments.” An example of Unacceptable behavior might include, “Hiding problems or issues is unacceptable. There will be no “CYA” on this team.” Finally, an example of a team Consequence might be, “Team members who intentionally hide problems or issues will be given one warning notice. Second instances will result in termination from the team and potentially the organization.”

Acceptable Behavior	Unacceptable Behavior
<ul style="list-style-type: none"> • • • 	<ul style="list-style-type: none"> • • •
Consequences	
<ul style="list-style-type: none"> • • • • 	

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