

or the group's purpose)? What does this tell you about the group's energy?

- Were there any similes or metaphors that you did not agree with? Why is your conception of the group so different from other individuals? What similes or metaphors seemed correct to you?
- Were you happy with the metaphors and similes? What metaphors and similes would you *like* the group to be seen as by its members?

**Facilitator Notes** This activity works best for an intact group, though it could be modified to work for forming groups or randomly assigned groups by assigning mock mission statements to a small group, or giving groups example companies to use as a guide.

### **Activity Four: Diving Deeper into Visions/Values**

*Time:* 90 minutes, 10 minutes for introduction, 40 minutes in small groups, and 40 minutes in the large group

**Learning Outcomes** Participants will

- Be able to identify values of their group and create a vision for their group.
- Consider how consensus may help or hinder a group when trying to find a Common Purpose.

#### **Materials**

- Large sticky flip chart paper (or tape and flip chart paper)
- Markers

**Detailed Instructions** Instruct the group that part of Common Purpose is having a shared vision and shared values. Before beginning the activity, take a few minutes to discuss the idea of consensus and what that means to a group. Explain to the group that consensus does not necessarily mean that everyone is satisfied with the decision or that even most group members

believe that the best decision has been reached. A consensus is present when all team members have had the opportunity to voice their concerns and are comfortable enough with the decision to support its implementation (Rayner, 1996). The facilitator can also use the four guidelines of consensus (Rayner, 1996, p. 76 as cited in Drechsler Sharp & Teh, 2016) to help guide the group.

Four guidelines for reaching consensus within a group:

1. Clearly define the issue facing the team
2. Focus on similarities between positions
3. Ensure that there is adequate time for discussion
4. Avoid conflict-reducing tendencies. (For example: taking a vote)

Split the large group in half (or into smaller subgroups). Ask each subgroup to write on flip chart paper what they believe the vision or purpose of the organization is, using *consensus*. Once complete, each subgroup will then decide on 5 to 10 values they believe best represents the members of the organization, and the organization as a whole. Subgroups should take about 30 minutes to craft their vision and list of values. Once all groups have completed this task, bring the groups together and have them report back on what they determined. After each group has reported, lead a debriefing of the activity with the large group by using the discussion questions that follow.

After the first discussion, ask the participants to complete the same activity again, but this time as a large group. In addition, ask participants to come to a consensus on their decisions about the vision and values.

**Discussion Questions** The following discussion questions can be used to guide a debrief of the activity:

- How did the subgroups come up with their vision and values?
- Did more than one group share similar values? Did those values (or words used) mean the same thing to all groups?

- What happens if a value means something to one group but something different to others? How do we communicate our values clearly, ensuring that those values indicate the same purpose or idea to each group member?
- When comparing visions did you see similarities? What were they? Do any of the visions contradict other groups' visions?

**Facilitator Notes** This activity works best for an intact group, but could be modified for a forming group. If participants are struggling to name values for their organization you can have them look up a values list online to use in conjunction with a values activity from Chapter Five (*Consciousness of Self*) such as *Activity Four: Social Identity Exploration* or Chapter Six (*Congruence*) such as *Activity One: My Values* or *Activity Two: Values in Movies*.

## ***Activity Five: Finding Your Purpose and Adapting Your Purpose***

*Time:* 35 minutes

**Learning Outcomes** Participants will

- Be able to clearly identify an organization's purpose/vision.
- Analyze reasons a company/organization may have for adapting their vision/purpose.
- Consider the impact on people of changing or adapting the vision/purpose of the company/organization.

### ***Materials***

- Online TOMS video: [vimeo.com/79833962](https://vimeo.com/79833962); Length: 3:14 minutes, and equipment for viewing
- Computers, tablets, or devices to access the internet
- Flip chart paper
- Markers

**Detailed Instructions** Begin this activity by asking participants what they know about the company TOMS. After gathering responses, play