



CAPA^{PRO}

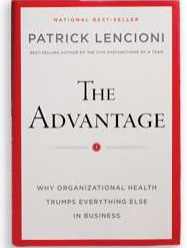
A TABLE GROUP MEMBERSHIP NETWORK



Establish Your Thematic Goal

PURPOSE:

A thematic goal provides a rallying cry for an organization—a clear direction for the entire organization for a fixed period of time determined by answering the question, “What is most important right now?”



TIME REQUIRED:

Allow for 1-2 hours for the initial conversation—allotting time to review, reflect and refine if necessary.

DEFINITIONS

Thematic Goal

A single, qualitative focus or rallying cry that is shared by the entire leadership team—and, ultimately, by the entire organization—and that applies for only a specified period of time.

Defining Objectives

The temporary, qualitative components that serve to clarify exactly what is meant by the thematic goal; shared by all members of the team (and usually varying in number from four to six). Defining objectives provide a level of specificity so that the thematic goal isn't merely a slogan but rather a specific and understandable call to action.

Standard Operating Objectives

These are the ongoing and relatively straightforward metrics and areas of responsibility that any leadership team must maintain to keep the organization afloat. These objectives do not go away from period to period and often include topics such as revenue, expenses, customer satisfaction, quality, etc.



This model originated from Lencioni's best-seller, *Silos, Politics and Turf Wars*.



Establish Your Thematic Goal

(Continued)

APPLICATION:

The thematic goal should now be the focus of the team's Weekly Staff Meetings (*Example page 175 in book*). Teams should grade their progress across all areas, using the green-yellow-red stoplight scale. Those categories with a yellow or red grade deserve the team's focus first. Once the goal is near completion, a new singular, time-bound, thematic goal should be established.

GOALS

For the thematic goal, a visual is extremely helpful. The following example is a hypothetical thematic goal of a famous tire company who was facing a crisis due to numerous crashes and safety concerns.

THEMATIC GOAL

The single, contemporary and qualitative **rallying cry** shared by all members of the team

Survive by Re-establishing Credibility

DEFINING OBJECTIVES

The temporary, qualitative components of the thematic goal; shared by all members of the team

Fix Tires	Improve PR	Repair Distributor Relations	Address Morale	Settle Lawsuits
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STANDARD OPERATING OBJECTIVES

The ongoing priorities of the organization; shared by all members of the team

Revenue	Expenses	Production Levels	Market Share	Customer Satisfaction
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