

SPECTRUM

1 INTRODUCTION

 15 min

Expected Result

Setting the stage for the workshop.

How To Get There

1. Present the introduction slides to the team and answer their questions.
2. Gather the team around a large table and place the large canvas on it.
“This template will develop and grow throughout the workshop.”

Tools

- SPECTRUM Intro Slides
- SPECTRUM Team Canvas

Keep in mind

- Don't forget to bring the slides

2

HOW (PART 1/2) TEAM VALUES EXERCISE



Expected Result

Selection and description of team values.

Tools

- SPECTRUM Value Cards
- Post-its (sized smaller than the cards)
- Pens

How To Get There

1. Spread the value cards on the floor. Let everyone pick one (or two*) cards that represents an important team value to them.
2. Everyone writes down their value on a post-it (i.e. transparency, honesty, risk-taking) and sticks it on the back of the selected value card.
3. Collect all cards and put them on a whiteboard with the picture side facing up, so no one can see the post-it.

*Depending on team size: ≤ 8 participants = 1 or 2 cards, > 8 participants = 1 card

Keep in mind

- The value cards should be visible throughout the entire workshop
- The team will come back to this whiteboard at the end of the workshop
- The values should be kept secret

3

WHY (PART 1/2) MAGAZINE COVER EXERCISE



35 min

Expected Result

Defining the team vision by creating a magazine cover about the team's greatest achievement in five years.

How To Get There

1. Hang the magazine cover templates on a whiteboard or wall. Prepare a table with all materials.
2. Everyone considers what they would like to read about the team in 5 years. "Think about a success story and note down a visionary story headline on a post-it" (max. 2 ideas / person)
3. Everyone presents their idea and posts them to the best-fitting magazine cover. Discuss, cluster and vote on the one best headline.
4. Creates a magazine cover with a bold headline using the provided materials. The cover should represent the achievement of the idea.
5. Derive a final team vision statement from the cover. Write it on a large post it and put it on the canvas.

Tools

- Magazine Cover Templates
- Illustrated magazines
- Glue
- Scissors
- Pens

Keep in mind

- The vision statement should be a guiding star for the team, not a customer-facing marketing asset
- Participants can create and present multiple vision statements if they want to

WHY (PART 2/2)

ABC MISSION EXERCISE



30 min

Expected Result

Definition of the team mission articulating how to reach the team's vision.

How To Get There

1. The team should create a mission statement according to the **ABC structure** – a statement involving the team's (future) **A**ctions, the desired **C**hange, and who or what would **B**enefit from it.
2. Everyone writes down one or more mission statements according to the ABC structure (not necessarily in the ABC order).
3. Put all statements up on a whiteboard. Discuss, cluster and decide: what are the most important or best formulated parts?
4. Agree on one mission statement that everyone supports. Write the final statement on a huge post-it and attach it to the 'Mission' section on the canvas.

Tools

- Mission example
- Mission syntax example
- Post-its, normal and big
- Pens

Keep in mind

- A good mission statement usually answers the questions:
 - why (are we doing this)
 - how (are we doing it), and
 - what (are we doing)

5

WHAT MISSION MAPPING EXERCISE



30 min

Expected Result

The semantic elements of the mission statement get mapped onto the innovation areas. The number of mission elements per areas defines their sizes. The sizes give a rough idea of the desired team composition (refined in the next step).

How To Get There

1. Introduce the innovation area diagram and how to translate the mission into a proportional team composition, using the examples provided. Put the Mission Mapping card on the large table.
2. “Separate the single semantic elements of the mission statement, write them on post its and put them in the innovation areas.”
3. Add up all elements belonging to one area (incl. intersections) to a score and write it on the card in the score fields. Depending on their scores, each area is assigned a circle size - small, medium, or large. Draw the circles in the according size and color onto the card.

Tools

- Mission Mapping Card
- Innovation Area Slides
- Special Color Pens

Keep in mind

- Intersections are allowed, but not the middle section, where all three areas meet. The elements written on an intersection are counted twice.
- If two areas (circles) share the highest overall value = 2 M, 1 S area
- If two areas share the same lowest value = 2 S and one L area
- If all three areas are equal = 3 M areas

6

WHO DOES WHAT (PART 1/2) ROLE & AVATAR SELECTION



30 min

Expected Result

Selection of roles per team member and creation of personal cards (**As-Is state**).

How To Get There

1. Pass around the role sticker sheets and have everyone pick up to 3 stickers they currently think fits best to them (as is). Then they decide what is their main role.
2. Hand out the empty personal cards. Make everyone fill it out (name, experience) and apply their stickers - main role on top, supporting role(s) below.
3. Everyone picks an avatar from the provided set and sticks it onto their personal cards.
4. Everyone presents their personal card, explaining what and why they picked the avatar/roles and discuss everyone's choices together.

Tools

- SPECTRUM canvas
- Personal cards
- Role stickers
- Avatar stickers

Keep in mind

- Minimum 1 and max 3 roles should be selected by each team member



WHO DOES WHAT (PART 2/2)

NEW TEAM COMPOSITION EXERCISE



45 min

Expected Result

Definition of the future team composition and innovation areas (**To-Be State**).

Tools

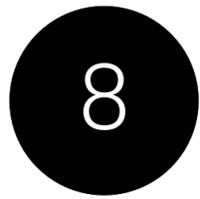
- SPECTRUM canvas
- Personal cards
- Role stickers

How To Get There

1. Based on the main role color, place all personal cards onto the corresponding innovation area. Discuss any mismatches or gaps between the mission statement and current team set-up.
2. Present the examples how other innovation teams are set up. Discuss which set-up fits best to the context of the team.
3. Rethink how to make the team match their mission statement. There are three general options: Upskill, Outsource or Hire.
4. Upskill: Fold over the personal cards and update the roles the team members may want to upskill. If a main role changes color, reposition the card into the corresponding area.
4. Outsource/Hire: Create new personal cards with the necessary roles. Write on the back of the card how they define the competencies that they are looking for.
5. Check whether the gaps on the canvas are filled. If not, refine the mission statement and circle sizes.

Keep in mind

- Take a picture of the as-is team composition/innovation area.
- In case these strategies fail to fill the gaps, the mission statement should be refined at the end of this exercise.
- Remember Upskilling takes time and may require somebody else to step in for the current tasks of that person.



HOW (PART 2)

TEAM VALUES EXERCISE



20 min

Expected Result

Discussion and description of common team values and behaviors.

How To Get There

1. Gather around the value cards. Separate the previously chosen value cards from their post-its on the back and hang each post-it next to the card.
2. Everyone should silently choose one value and write on a post-it how it could look like in a real team work context (see example).
3. Everyone presents their statements and collects feedback. In a discussion, the team chooses their three value (statements).
4. For the final 3 values, everyone write down behaviors that either meet these values or contradict them. Narrow down the result to max. 3 pos. and 3 neg. behaviors. Place the post-its on the canvas.

Tools

- SPECTRUM VALUE CARDS
- LARGE POST-ITS
- PENS

Keep in mind

Example: Post-it “Transparency“

Positive:

“We work with maximum openness, use collaborative documents that everyone can access, and conduct conversations in open channels that everyone can participate in.”

Negative:

“We are not secretive, we do not talk behind each other’s backs, and we do not work in isolation.”

9

NEXT STEPS PLAN THE FIRST ACTION



20 min

Expected Result

The team discusses the next steps and finally makes sure that all the artifacts they created are on the team canvas.

Tools

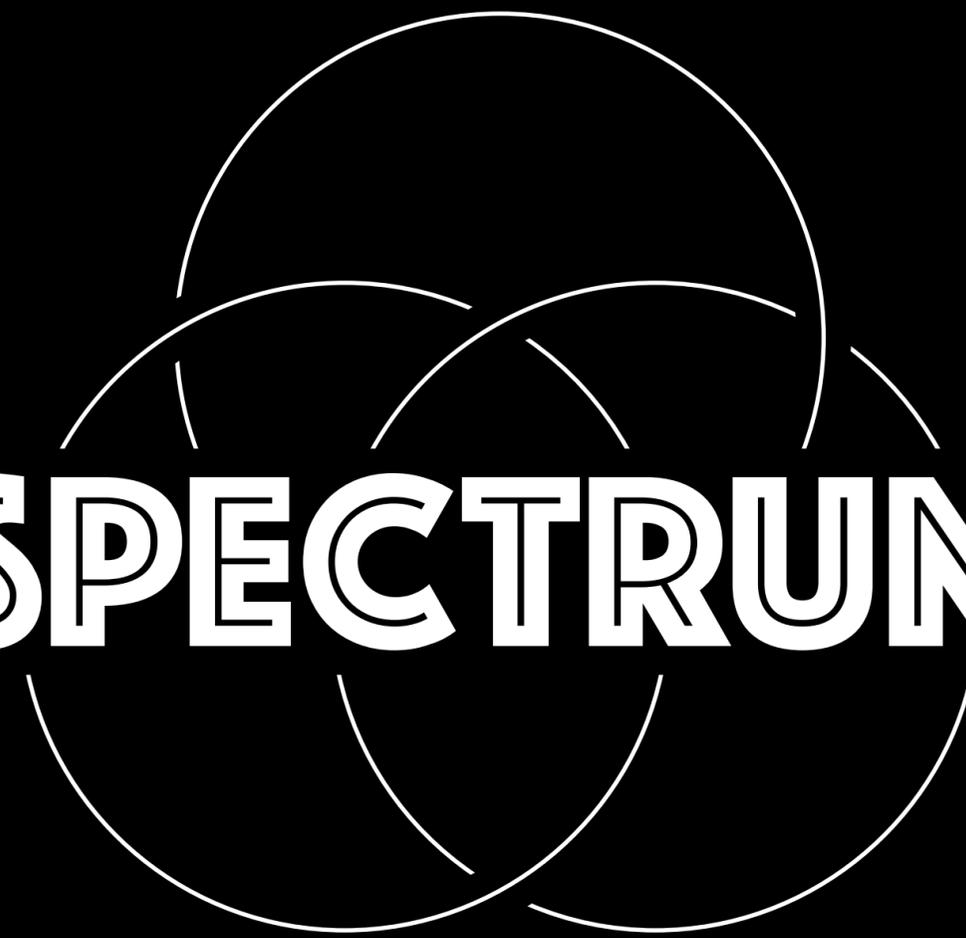
- Post its
- SPECTRUM Canvas

How To Get There

1. Gather the team around the canvas. Make them discuss and decide on at least 3 concrete next steps the team should take.
2. They should be written down on post-its and attached to the canvas in the 'Next Steps' section.
3. Check and make sure that all sections are filled with the workshop results.

Keep in mind

- Try to plan the next steps as concrete as possible. Not just WHAT are the action, but WHO does it until WHEN



SPECTRUM