

Team Congress

Cocreating and committing to new ways of working

Once you’ve facilitated Check-Ins with your team about our Values, Well-Being and Belonging, our Purpose, Collaboration, and Impact—it’s time to pull forward the best of those conversations to clarify and align on your team’s new ways of working. The Team Congress is designed to create that culminating moment with your team where you can openly discuss and agree to ways of working to put Health First.

PURPOSE Cocreate and commit to a set of agreements for how the team will put Health First	
LENGTH + FREQUENCY 90 minutes, twice a year	ATTENDEES All direct reports
FORMAT In-person, if possible; presentation and small-groups	MATERIALS Team Charter; private meeting room with AV; Post-Its; flipcharts; circular stickers, pen/marker

BEFORE THE CONVERSATION

- Study the material.** Go back over the notes you took, the follow-up emails you sent to the team, and the Practice Guides the team sent while completing the five Check-Ins.
- Help your team prepare.** The conversation is an opportunity for every team member to shape how the team works together to put Health First. Think about what your team might need to know in advance so that they show up primed to participate. For instance, do they need access to information? Do they need encouragement from you? You may distribute some of the materials you locate and study from the previous Check-Ins.
- Have a plan for timing and structure.** Create an agenda with time for your team to feel comfortable, and with the right prompts to spark meaningful discussion. Use the next section as a starting point.
- Nominate facilitators.** The Team Congress can be facilitated with the team all at once if it’s small, or in small groups if it’s larger. If your team will be broken into small groups, nominate one team member for each group, ensuring they are trusted, adept at facilitating, and ready to commit to the role.

DURING THE CONVERSATION

- Set the context.** Remind them of what they should expect from the conversation. Reiterate its purpose.
- Set the ground rules.** These should create a safe, inclusive space for fearless and generative conversation about the team’s way of working together. Everyone should feel encouraged to participate. Every team member will be on equal footing and will have their voice heard—no matter their seniority, tenure, or role.
- Introduce Team Charter.** Walk through the document, the questions it asks of the team, how it will be used in the future.
- Break into small groups.** If the team is large enough for it, assign and break into small groups. For each, name their facilitator and note-taker. All groups will use the “Team Charter” Practice Guide to structure their conversation.
- Share out and vote.** After the small-group discussions are finished, bring all team members together. Each group’s facilitator or note-taker then walks through the Practice and Phrases their small group came up with. (Important: A note-taker should be recording themes and verbatims during the readouts.) After all small-group presentations have been shared (and then captured), the entire team votes on the Practices and Phrases that resonate most strongly with them.

AFTER THE CONVERSATION

- Highlight the value of the team's time together.** Through email or a fast-following team meeting, reinforce how the team took a huge step toward designing its own ways of working to put Health First.
- Polish the Team Charter.** Using notes from the session, refine the Team Charter and prepare to share out with the team.
- Set expectations for what happens next.** Will the whole team get to see the final output—the Team Charter? What will change in response to the conversation we had together? When? Ensure these details are made explicit shortly after the Team Congress.