

# PERSONAL 4 WHYS

## Session Leader Guide



This exercise helps individuals in a group to create their personal vision and mission. The exercise is based on Richard Barrett's book "Liberating the Corporate Soul".

### PURPOSE

To create mission and vision statements for the individual team members.  
To clarify the relationship between the individual team members' personal vision and mission and how that can contribute to society.

### OBJECTIVE

A shared understanding of the alignment between what motivates the individual team members and how they want to make a difference in society and in the world.

### TIME

The estimated time for this exercise is approx. 1 – 2 hours.

### BEFORE THE SESSION

1. Anchor the decision to do the exercise with the group.
2. Read through the whole Session Leader Guide – the best thing is to try out the exercises yourself first so you know the key steps.
3. Book a meeting room. Make sure that the room makes it possible to split up the group to work in pairs in an acceptable way.
4. Send out the invitations for your group meeting at least two weeks before your meeting. Communicate Purpose and Objective, when, where and who will be involved. If the group has done the Core Motivation exercise, ask them to bring the result to this exercise.
5. Select supporting slides to use at the workshop. Review speaker notes and add your own. You will find suggested slides at [www.valuescentre.com/getconnected](http://www.valuescentre.com/getconnected).
6. If you intend to use a meeting evaluation or team reflection, have it prepared in advance (see page 172).
7. Try to come at least 20 minutes before everyone else.
8. Make sure that you have printed sufficient hand outs for all participants.
9. Write the Purpose, Objective and Agenda on a flip-chart so that everyone can see them during the whole session.

**DURING THE SESSION**

1. Hand out the 4 Whys template showing the four quadrants of the model and explain what each quadrant represents.
2. Ask the team members to start to define their Personal Mission by answering the questions in the template. *a) What is your professional purpose?* and *b) What do you need to do in order to grow and develop as a professional?* Get them to write their answers in the form.
3. Ask the team members to select a partner with whom they will exchange their Personal Mission statements.
4. Let the partners interview each other on what each has defined as their respective Personal Mission.
5. The interviewing partner should start by asking question *c) Why do you want to fulfil your Personal Mission for yourself? . . . . .*note the answer down as 'Personal Vision'. The partners then change roles so that the interviewer becomes the interviewee.
6. When each partner is satisfied that he/she has expressed their Personal Visions, they then repeat the process for the 'External Mission' by answering the question *d) Why do you want to fulfil your Personal Mission for your stakeholders/customers?*
7. When both partners are satisfied with their External Missions, again repeat the process for the 'External Vision' by answering the question *e) Why do you want to fulfil your Personal Vision and External Mission and bring benefit to society?*
8. Once the form is completely filled out, let the small group verify what they have defined. They do this by going through the statements in the opposite order, External Vision --> External Mission --> Personal Vision --> Personal Mission, changing the Why in the questions to 'How'. E.g. the answer to the question *e) 'How do you want to fulfil your External Vision and bring benefit to society?'* should be answered by the External Mission and Personal Vision statements.
9. Gather the team for a group reflection. Ask everyone to listen and hold back any comments. Have each person read his or her mission and vision statements.
10. Ask for comments on the process – what they felt, what they got out of the exercise.

**AFTER THE SESSION**

1. Write and send out minutes as soon as possible after the meeting. Enclose the slides you showed (if requested by any of the participants).
2. How do you intend to follow up the session? A good idea is to plan a follow up discussion and an individual follow up at your annual performance review meeting with the participants.
3. Consider what steps you want to take next. For example the exercise "Team 4 Whys" would be an appropriate exercise while the group still has this 'Personal 4 Whys' exercise, and also the thinking and emotions related to it, fresh in their minds.

## Agenda

(proposal and facilitator notes)

<p><b>1. Introduction of the exercise</b></p> <p>Go through Purpose, Objective and Agenda. Be open to questions.</p>	15 min
<p><b>2. Individual reflection of Personal Mission</b></p> <p>Distribute the handouts incl. the Personal 4 Whys template and example. Ask the participants to reflect and note down their Personal Mission. If the participants have done the Core Motivation and brought their result, they can use that result as the basis.</p>	10 min
<p><b>3. Completion of the 4 Whys template</b></p> <p>Ask the participants to select a partner and let them complete the forms according to the instructions and example.</p>	30 – 60 min
<p><b>4. Group Dialogue</b></p> <p>Ask for volunteers to share their results in the bigger group. It is beneficial for everyone to do this.</p>	15 min
<p><b>5. Reflection</b></p> <p>Have the group reflect on what was the major thing they learned and took away from this exercise?</p>	15 min

### Mission and Vision statements

Personal 4 Whys – Exercise

<p><b>Personal Vision</b></p> <p>c) Why do you want to fulfil your Personal Mission for yourself?</p> <p style="text-align: center;"><b>4. WHY? →</b></p>	<p><b>External Vision</b></p> <p>e) Why do you want to fulfil your Personal Vision and External Mission and bring benefit to society?</p>
<p><b>↑ 1. WHY?</b></p> <p><b>Personal Mission</b></p> <p>a) What is your professional purpose?</p> <p>b) What do you need to do in order to grow and develop as a professional?</p> <p style="text-align: center;"><b>2. WHY? →</b></p>	<p><b>↑ 3. WHY?</b></p> <p><b>External Mission</b></p> <p>d) Why do you want to fulfil your Personal Mission for your stakeholders/customers?</p>

## Mission and Vision statements

Example

<p><b>Personal Vision</b></p> <p>Answer the question what you as a professional want to fulfil.</p> <p><i>To be widely acknowledged as a leading expert in Internet technology.</i></p>	<p><b>External Vision</b></p> <p>Answer the question what your contributions will lead to for society.</p> <p><i>To contribute to effective and efficient communication solutions, leading to energy savings and having a positive impact on our environment.</i></p>
<p><b>Personal Mission</b></p> <p>Answer the question what you want to have your focus on and what motivates you professionally.</p> <p><i>To design innovative web-based solutions.</i></p>	<p><b>External Mission</b></p> <p>Answer the question what purpose you want your Personal Mission to have for your stakeholders/customers.</p> <p><i>To provide world-class web solutions enhancing the communication abilities for my customers.</i></p>

## Mission and Vision statements

Template

<b>Personal Vision</b>	<b>External Vision</b>
<b>Personal Mission</b>	<b>External Mission</b>