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***RealPlay® Open Source Tool***

# Statement of Intent



This open source tool is a component of the broader award winning Vested/Vested Outsourcing® research developed in conjunction with the University of Tennessee. ***RealPlay*®** was created by University of Tennessee’s faculty member Kate Vitasek to interactively help those taking the Vested® courseware gain a deeper understanding of the material that is presented. ***RealPlay*** takes role-playing to the next level. Instead of merely being assigned roles and a potential problem or situation to work through, ***RealPlay*** has course attendees bring in their own problems and situations into the classroom. This allows course attendees to take the material they have just covered and immediately apply it to their personal situations and gain a deeper, more complete understanding of the material. Instead of just theories about how Vested could be used in their company to build a better relationship, ***RealPlay*** allows individuals to bring back concrete materials that show how the Vested methodology can benefit their relationship.

### Purpose:

To develop a Statement of Intent (SOI) for your relationship. Your SOI includes your Shared Vision, Guiding Principles, and Intended Behaviors.



This toolkit is divided into four Parts. We recommend that you complete each one before moving to the next.

### Part 1: Co-Create Your Shared Vision

Develop a short statement that outlines what the parties want their joint future to look like.

#### Step 1: Brainstorm “Inspiration” Words

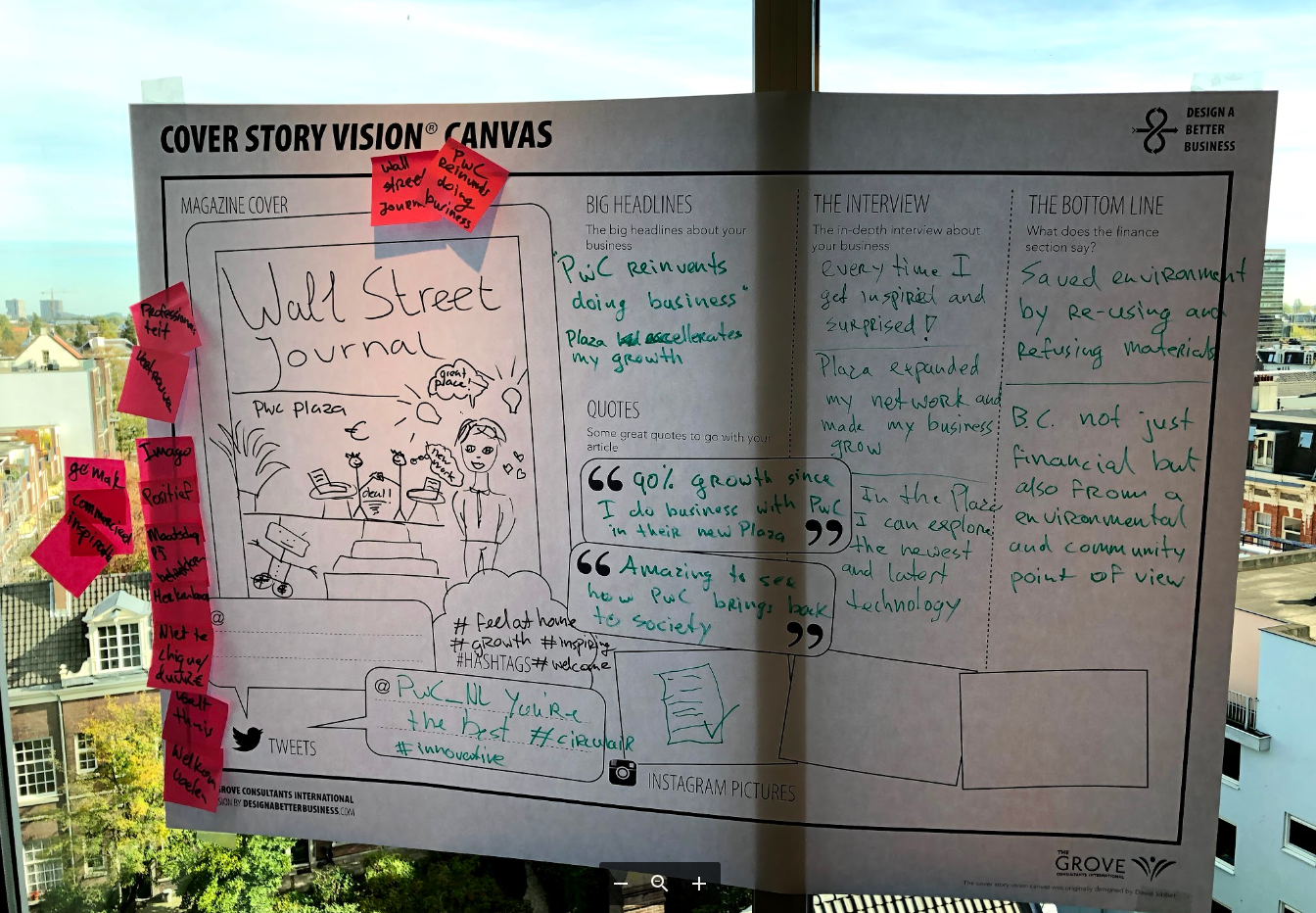
**Individual Exercise:** Use the space below and have each person spend 3-5 minutes writing down three words or short phrases they feel represent what the “future state” of your Vested relationship should look like. For example, “world-class”, “operational excellence”, “patient and resident-focused”, “ONE-TEAM”, “safe”.

***Use the space below to write your three inspiration words or phrases***

**As a group:** Have each person share their words/phrases with the group, having a facilitator noting each unique word on a flip chart. If more than one person has the same word simply make a tick mark to note frequency the word was used.

You will use the list of words for Step 2.

#### Step 2: Develop a First Draft of Your Shared Vision

Develop the first draft of your Shared Vision on the following page. This should be short, preferably one sentence but not over two sentences. Use the example Shared Vision statements at the end of this worksheet for some ideas of what others have done. Write your draft in the space on the following page.



For inspiration, use these examples:

**Shared Vision Sample 1:**

We partner to provide world-class services and cost performance that creates a competitive advantage in delivering products to our customers while achieving our overall vision to be the global leader in our industry.

**Shared Vision Sample 2:**

We deliver innovative solutions and drive operational excellence to enhance customer experience and stakeholder value.

**Shared Vision Sample 3:**

ONE TEAM – ONE PURPOSE. We will delight our customers with an exceptional product experience through a world-class supply chain.

**Shared Vision Sample 4:**

Patient and resident-focused environmental services that are consistently high in quality and reliability. Our commitment to innovation, collaboration and shared governance will drive mutual value and create an exceptional health care environment.

**Shared Vision Sample 5:**

To support Jaguar dealers in delivering a uniquely personal ownership experience to Jaguar drivers worldwide, ensuring industry-leading owner loyalty – through partnership and world-class logistics.

**Shared Vision Sample 6:**

To achieve accelerated cleanup and closure of Rocky Flats in a safe, environmentally-protective manner and in compliance with applicable state and federal environmental laws

A picture containing clipart

Description automatically generatedFor groups larger than six, divide into smaller groups of 3-6 people and come together to share your drafts. If you have more than one group, move on to Step 3 after each group completes their first draft.

***Use the space below to write the first draft of your Shared Vision***

#### Step 3: Vote for Your Favorite Draft



Bring the entire team back together, and post the flip charts with each team’s draft Shared Vision at the front of the room. Everyone now gets to vote for their favorite three statements.

* Have each team share their draft and explain what they like about what they have done. Have each team say what they like about each draft or what may be missing.
* Once all of the teams have shared their drafts, everyone will get to vote on their favorite.
* To vote, provide some type of voting indicator to each person, such as self-adhesive Dots (e.g., as shown at right). If you don’t have dots, you can simply place use a marker and use tick marks to denote votes.
* Each individual can vote for three separate draft statements (a person should not put multiple Dots on one statement). You can vote for your own, but you must vote for another group’s as well.

The draft Shared Vision with the most votes will become your “baseline” and used in Step 4.

#### Step 4: Fill Gaps in Your Baseline Shared Vision

* Re-write the “baseline” draft Shared Vision neatly on a flipchart.
* Have the group to pick out the “must have” words or phrases that other teams used that might be missing in the baseline version. Add these words/phrases to the bottom of the Baseline.
* You will use the baseline draft with notes on missing words/phrases to create a new draft in the next Step.

#### Step 5: Refine Your Shared Vision

* Create a refined 2nd draft. This can be done in smaller groups or as a larger group.
* Go through “rounds” of feedback until you develop consensus. To gain consensus, do a Fist-To-Five on the combined statement, asking “are you 80% comfortable and 100% committed?”
* For anyone at a four or less, ask them to state WHY they don’t feel they can be 100% committed.
* Modify the Vision Statement to address the concerns.
* Repeat until all parties are at a Five (80% comfortable and 100% committed) for supporting the Shared Vision.

If you reach an impasse, give the group a short break and have a facilitators/CDA Coach take the baseline and incorporate everyone’s feedback. This is often helpful if the team gets stuck.

We find it typically takes three “rounds” of editing to gain consensus; however, we have seen it take up to six rounds,

Use the space below to refine your Shared Vision and gain consensus on the final version.

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| **Our Shared Vision** |

### Part 2: Develop Your Guiding Principles

#### Step 1: Review the Definitions

As a group, review the definitions of each of the Guiding Principles. Each of the Guiding Principles is based on known “social norms” that help societies and organizations thrive.

**Reciprocity**: Reciprocity obligates the parties to make fair and balanced exchanges. If one party accepts a business risk, the other must be prepared to do the same. If one party commits to invest time and money in an important project, the other party must be prepared to reciprocate.

**Autonomy**: Autonomy means abstaining from using power to promote one party’s self-interest at the expense of the other.

**Honesty**: Honesty obliges the parties to tell the truth, both about facts in the world and about their intentions and experiences.

**Loyalty**: Loyalty obliges the parties to be loyal *to the relationship*. Loyalty to the relationship will come when the parties’ interests are treated as equally important.

**Equity**: Equity obliges parties to look more critically at the distribution of resources. It might be easy to split things fifty-fifty, but it might not be fair.

**Integrity**: Integrity means *consistency in decision making and actions.*

#### Step 2: Review the Guiding Principle against your experiences

For each Guiding Principle above, “discover” each one by discussing the following questions. Completing this exercise will help each person internalize the importance of each of the Guiding Principles.

* Do you recognize this norm from your personal life?
* What does this norm look like if someone is living that principle?
* Do you recognize this norm from your professional life (at work, between your relationship with your business partner, etc.)?
* What happens if this norm is ***not*** followed in professional life?
* What happens if this norm ***is*** followed in professional life?
* Why/How should this norm be applied in the now relevant commercial relationship?

#### Step 3: Create your Guiding Principles

Use the sample language on the following pages for each Guiding Principle. As a group, discuss and document the wording you will use to express each of the six Guiding Principles in your agreement.

It is acceptable to translate the wording to something that works for you, but the foundational concept of each principle should not change as they are based on societal social norms known to establish trust.

#### Reciprocity

**Reciprocity Example 1**

In keeping with the obligation of reciprocity, we will strive to make exchanges, whether large or small, that are mutually beneficial to the parties. We will not make any demand upon the other that we ourselves are not willing to return in kind. We recognize that reciprocity lies at the heart of this relationship’s ability to reach its goals and will ensure that all short-term and long-term requests are for the mutual benefit of each party and the relationship.

**Reciprocity Example 2**

We will make exchanges, whether large or small, that are mutually beneficial. We will not make any demand on the other that we, ourselves, are not willing to return in kind. We recognize that reciprocity lies at the heart of this relationship’s ability to reach its goals and will ensure that all requests are mutually beneficial.

**Reciprocity Example 3**

Reciprocity obligates the parties to jointly make fair and balanced exchanges over time. In the collaboration, this principle obligates both parties to be solution oriented and pragmatic.

**Reciprocity Example 4**

We will strive to make fair and balanced exchanges, that are mutually beneficial to the parties. We will not place any expectation upon the other that we ourselves are not willing to return in kind. We recognize that reciprocity lies at the heart of our We Company’s ability to reach its goals and will ensure that short-term and long-term requests are for the benefit of the relationship.

**Reciprocity Example 5**

The foundation of our relationship is based on mutual respect. Always and in all ways.

**Your Reciprocity Statement**

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#### Autonomy

**Autonomy Example 1**

In keeping with the obligation of autonomy, neither party will seek to use its power to wrongfully induce the other to make a decision against its best interests and those of the relationship. We will strive to make as much information available as possible to allow our partner to make good decisions for itself and for the relationship.

Further, we seek to work as equals in all of our interactions. We define working as equals as *[insert definition here].* We recognize that working as equals and being free from coercion ensures our ability to reach our own goals and those of the relationship.

**Autonomy Example 2**

Neither party will seek to use its power to induce the other to make a decision against its best interests and those of the relationship. We will strive to make as much information as possible available to allow our partner to make good decisions for itself and for the relationship. Further, we seek to work as equals in all of our interactions. We define working as equals as each party having an equal voice in defining and resolving operational challenges. We recognize that working as equals and being free from coercion ensures our ability to reach our own goals and those of the relationship.

**Autonomy Example 3**

Autonomy means not to use power to promote one party’s self-interest at the expense of the other. Decisions shall be made based on objective and rational arguments, neither under the influence of one party’s power nor in conflict with the Shared Vision.

**Autonomy Example 4**

Neither party will seek to use its power against either party’s best interests and those of the relationship. We will strive to transparently make as much information available as possible to allow our partner to make good decisions for itself and for the relationship. We recognize that working together and being free from coercion ensures our ability to reach our own goals and those of the We Company.

**Autonomy Example 5**

One plus One is greater than Two. We combine our strengths to lift the partnership to a higher level. Our goal is to create a win-win culture through freedom and trust.

**Your Autonomy Statement**

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#### Honesty

**Honesty Example 1**

In keeping with the obligation of honesty, we will strive to have accurate and authentic conversations at all levels within the relationship. We will choose joint (but not duplicate) reporting whenever feasible to encourage “one version of the truth.” We will also separate the facts from people’s observations, perceptions, and experiences of the facts, and we will speak to our own perception of the facts. We will then look for the greater good that can come from accepting all points of view for seeking greater value for all stakeholders.

**Honesty Example 2**

Together, COMPANY and PROVIDER have structured the most open and transparent agreement to date. In keeping with our obligation of honesty to each other, we will strive to have accurate and authentic conversations at all levels within the relationship. We will choose joint (but not duplicate) reporting, whenever feasible, to encourage “one version of the truth.” We will also separate facts from observations and perceptions of the facts, and we will speak to our own experience. We will then look for the greater good that can come from accepting all points of view as relevant to drive greater value for all stakeholders. Furthermore, we will seek to understand the reason behind a question in order to give a relevant and honest answer.

**Honesty Example 3**

Honesty obliges the parties to, in a timely manner, proactively and truthfully share facts, intentions and experiences. The above statement should not prevent parties from critically analyzing and questioning alleged statements and positions.

**Honesty Example 4**

We will have accurate and genuine conversations at all levels within the relationship. We will also separate the facts from people’s observations, perceptions, and experiences, and we will speak to our own perception. We will then look for the greater good that can come from accepting all points of view as relevant for seeking greater value for all stakeholders.

**Honesty Example 5**

We commit to have an honest and open working environment, being transparent and truthful in all interactions. We encourage authenticity and empower each and everyone to speak up. We promote fact-based decision making (#nofakenews).

**Your Honesty Statement**

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#### Loyalty

**Loyalty Example 1**

In keeping with the obligation of loyalty to the relationship, we will strive to value other parties’ interests to the same extent we value our own individual interests. We will always treat the parties’ interests with equal concern. We will seek ways to make the relationship fair and balanced by *[include specific measures here regarding risk mitigation and allocation, workload allocation, and the free flow of information].* By working together while acknowledging the relationship, each party stands the best chance of reaching its vision for the future.

**Loyalty Example 2**

We will value each other’s interests to the same extent we value our own and will treat them with equal concern. We will seek ways to make the relationship fair and balanced by:

* Sharing the burdens of risk mitigation
* Sharing work while leveraging our respective expertise
* Fully disclosing all relevant information to achieve the shared objectives

We recognize there will be times when our relationship is tested but we are committed to standing together to overcome these challenges. Finger pointing and a culture of blame will not be tolerated. By working together both COMPANY and PROVIDER stand the best chance of reaching the vision for the future.

**Loyalty Example 3**

Our actions shall be consistent with the purpose of the collaboration, its goals and intentions. We will treat both Parties’ interests as being of equal importance, meaning that we will strive to maximize benefits and minimize costs and risks for our joint company as a virtual entity.

**Loyalty Example 4**

We will champion and protect the value of the other party’s interests to the same extent we value our own individual interests. The We Company creates more value for both parties than acting separately.

**Loyalty Example 5**

Our partnership stands together through the good and the bad. We dare to speak up and encourage to rise up to the challenges we face. If we stand by each other during the bad time, we deserve to be there during the good times.

**Your Loyalty Statement**

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#### Equity

**Equity Example 1**

We acknowledge that some situations will require an unequal distribution of benefits for risks taken or investments made. In those situations, and in keeping with the obligation of equity, we will strive to compensate each party in proportion to the value, risk, or investment made to the relationship.

We further acknowledge that we will face unpredictable situations we may not have addressed in our initial contract. In keeping with this principle, we will work within our Governance structure to remedy any situation not covered in the contract in a way that preserves the purpose and meaning of the parties’ intentions for the relationship.

**Equity Example 2**

We will strive to compensate each party in proportion to the value, risk, or investment made into the relationship. We further acknowledge that we will face unpredictable situations we may not have addressed in our initial contract. In keeping with this principle, we will work within our Governance structure to remedy any identified and agreed inequities.

**Equity Example 3**

Share the effects fairly and proportionally according to efforts, both regarding risks and investments.

**Equity Example 4**

We acknowledge that some situations will require an unequal distribution of risk or investment. In those situations, we will strive to compensate each party in proportion to the value, risk, costs incurred, or investment made to the WeCo.

**Equity Example 5**

In our fast-changing world, we will tackle the challenges we face with proportionality, both in terms of risk and rewards & pain and gains. We are not waiting for the storm to pass, but we learn to dance in the rain.

**Your Equity Example**

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#### Integrity

**Integrity Example 1**

Integrity is a fundamental principle that enables companies to trust in each other’s words and actions. We will continually strive to make decisions consistent with decisions made in the past in similar situations.

Furthermore, we acknowledge that in order for the relationship to achieve extraordinary results, individuals must align their words and their actions. We will not tolerate arbitrary decision making, nor will we allow one person (or several people) to say one thing while doing another. Our collective words and actions will be aligned for the greater good of the relationship.

**Integrity Example 2**

Integrity is a fundamental principle that enables companies to trust in each other’s words and actions. In order for the relationship to achieve extraordinary results, individuals must align their words and their actions and will continually strive to make decisions consistent with our Shared Vision and values. We will not tolerate arbitrary decision making, nor one person (or several people) saying one thing while doing another. Our collective words and actions will be aligned for the greater good of the relationship.

**Integrity Example 3**

To ensure predictability and trust, the Parties shall have consistent and long-term behaviors which resonate with the Guiding Principles.

**Integrity Example 4**

We will avoid opportunistic behavior and continually strive to make decisions consistent with the Guiding Principles in the best interests of the We Company. To achieve results, we will align our actions with our words. We will do what we say.

**Integrity Example 5**

Integrity is not only to talk the talk, but to walk the walk: thoughts, words, decisions and actions are consistent and aligned with our Shared Vision, values and Guiding Principles. We commit to the highest ethical standards, put the common interests first and do what is right and not what is convenient.

**Your Integrity Statement**

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### Part 3: Agree on Your Intended Behaviors

Agree on the Intended Behaviors needed to establish the essential norms in your collaborative relationship.

Reference your 10 Ailments Self-Assessment as you think through your Intended Behaviors – specifically, what Intended Behaviors do you need to encourage to bridge gaps in trust with your partner?

#### Step 1: Decide on which Intended Behaviors you will specify

Discuss and decide on Intended Behaviors that both parties want to follow on a day-to-day basis to foster an environment to build trust, transparency and compatibility between the parties. Below are the most common Intended Behaviors adopted for Vested relationships. You may use these or modify as you see fit, but try to keep your list to seven or less.

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| **Common Behaviors** | **Behaviors for Your Relationship** |
| * Communication |  |
| * Perspective |  |
| * Trust and Confidence |  |
| * Flexibility / Agility |  |
| * Focus |  |
| * Feedback |  |
| * Accountability |  |
| * Responsiveness |  |
| * Courage |  |
| * Others…? |  |

#### Step 2: Create your statements for each chosen Intended Behavior



Create statements for each behavior you have adopted for your relationship. The following pages provide examples of each of the six common Intended Behaviors listed above. Use the examples on these pages as guidelines for creating and documenting how the parties will treat one another in the relationship.

The real benefit is to not just copy the examples but to work jointly to develop guidelines for your Intended Behaviors. Be honest with your intentions for the relationship.

Your ***Statement of Intent, and especially your Intended Behaviors, is a good way to manage certain Elephants that can stand in the way of the team’s progress. If something violates your agreed Principles or Behaviors, use those elements to bring them out for discussion***.

#### Trust and Confidence

***Sample 1***

We commit to an open and safe environment.

* We trust each other to deliver on our commitments
* We have confidence in each other’s ability to deliver and achieve the Desired Outcomes
* We will provide and accept constructive feedback

***Sample 2***

Behave in ways that earn and inspire trust. Assume positive intentions in all we do - lead with the head and the heart. (DO WHAT'S RIGHT)

***Sample 3***

We will actively nurture a true spirit of trust to promote confidence in our partnership. Our actions over time will solidify the foundation of our partnership. This will be achieved through:

* Honesty and transparency. We will separate facts from perceptions, serve to avoid diversions and promote successful sharing of results.
* Loyalty. A commitment to loyalty by supporting the partnership’s Shared Vision rather than promoting individual interests.
* Integrity. Consistent decision making and actions so each organization can rely on the other to uphold the principles of our Shared Vision.

***Sample 4***

We will communicate the truth and we will trust in an open and honest dialogue that has congruence between words and actions. We will commit to transparent decision making.

***Sample 5***

We will operate with a spirit of transparency, sharing our intentions, key data and information that is needed to achieve our mutually defined Desired Outcomes (Don’t hide anything!)

***Sample 6***

Each party trusts in the other’s ability to effectively deliver the work without undue interference. The Outsourcing company will define the ‘what’ and trust the Service Provider’s ability and expertise to design the ‘how’. Each party trusts that the other will provide it with all necessary, timely, and accurate information and feedback throughout the duration of the Agreement.   
The parties will create a mutually safe environment and an agreed methodology for sharing feedback that results in a positive experience for all parties.

**Your Statement:**

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#### Focus

***Sample 1***

The Parties agree that in setting out priorities with respect to delivery of the work, the pursuit of the Shared Vision is the primary focus of achievement. The Parties agree that in their plans to deliver the work, the Shared Vision will be visible to those performing work associated with this Agreement so that their contribution is clearly and directly relevant to the work being performed. All contributors to the delivery of covered services will be encouraged to express thoughts and observations on the best approach to deliver the best possible achievable results.

***Sample 2***

We will achieve and sustain our Shared Vision and Desired Outcomes and adjust as business needs evolve. We will actively communicate to ensure everyone understands the value and relevance of their contribution.

***Sample 3***

The parties agree to act like owners by proactively setting priorities that adhere to our shared values and Shared Vision Statement. We will jointly champion the change that adds value to the greater network (supply chain).

***Sample 4***

The Partnership agrees in the setting of priorities and metrics based on mutually Desired Outcomes. We acknowledge the responsibility of shared governance in providing ongoing observations and assessments for achieving the best possible results.

***Sample 5***

Our focus will remain on owning and living our Shared Vision every day. Our Shared Vision will be used as a filter to evaluate and prioritize programs, initiatives and resource allocations: what we will do and what we will not do.

**Your Statement:**

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#### Flexibility



Vested Agreements are long-term – because markets change over time the Agreement needs to be flexible. At the outset of the Agreement, both parties should agree on their flexibility tolerance level:

* Recognize that the need to be flexible can drive stability
* Commit to reciprocal flexibility
* Establish a willingness to respond to change as “business happens”

***Sample 1***

The Parties have mutually agreed on the Covered Services and the Adjustment Matrices. The Parties further agree that there may from time to time be occasions when unforeseeable events occur not anticipated in the scope of work that require small amounts of additional resources or effort not previously anticipated. If and when such an event(s) occurs, the Parties will in good haste seek to agree to a course of action to ensure that the Shared Vision remains achievable within the overall price. This flexibility shall be achieved by the creation of a defined “fund” comprising XX USD from Party 1 and XX USD from Party 2.This fund shall be used to [decide use] and called upon in exceptional circumstances only, recorded and logged in accordance with the Change Order Process.

***Sample 2***

We will be fair and flexible, enabling us to embrace the evolving business requirements to achieve Desired Outcomes.

***Sample 3***

We will be flexible driven by the transparency of process and business changes by having open communications that support our Shared Vision and Desired Outcomes.

***Sample 4***

We embrace change, continuously striving to improve with an open-minded, creative and positive attitude.

***Sample 5***

When unforeseeable events occur both parties will work in good faith to ensure the Shared Vision remains achievable following Governance protocols outlined in Exhibit XX.

**Your Statement:**

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#### Perspective

***Sample 1***

During the Term, the Parties will seek to build on the good relations between the Parties through careful consideration and mutual appreciation of the perspective of the other Party on all matters and questions that arise during the lifetime of the Agreement. The Parties appreciate and respect there may be occasions where they have differing views and perspectives. Notwithstanding the terms of the Agreement, the Parties desire to have a harmonious working-together relationship and will counsel all contributors to the performance of this Agreement to be courteous and respectful at all times.

***Sample 2***

We encourage sharing and value diverse perspectives as a means to achieve our Shared Vision and Desired Outcomes. We collaborate and move forward with one voice.

***Sample 3***

We are on the same team working toward the same vision. We will operate utilizing facts and listen to and understand everyone’s point of view. We support asking tough questions, expecting good intentions. We will discuss, decide and deliver as one team. (ACT LIKE OWNERS)

***Sample 4***

Together, we acknowledge and commit to learn from our past and move forward. We will pursue our Shared Vision as the primary focus of achievement and jointly champion changes that add value for our patients, families, communities, colleagues and ultimately ourselves. We will take a team approach to identify challenges, generate ideas, and together achieve our Desired Outcomes.

***Sample 5***

The Parties appreciate and respect there may be occasions where they have differing views and positions. We are committed to working together to foster a transparent relationship that values diversity of thought in the spirit of winning together.

***Sample 6***

The parties openly acknowledge and accept that each brings its own opinions and perspectives to the relationship. Both are valid. We encourage and value diverse perspectives and ideas. We view these as opportunities for improvement and commit to their implementation in order to deliver better solutions furthering our Shared Vision. We will actively seek and capture the synergies towards generating better solutions, continued learning, and deepened understanding to further our Shared Vision.

**Your Statement:**

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#### Communication

***Sample 1:***

The Parties will, at their mutual convenience, begin regular and frequent dialogue and, where applicable, organize a schedule of working initiatives including but not limited to face-to-face meetings with key senior leaders, and embark on employee exchanges, joint working-level forums and relevant company events to further deeper mutual understanding to assist attainment of the Shared Vision. The precise method and manner for these and other meetings will be detailed in the Governance Statement. The Parties may, at their own election, nominate suitable representatives to enhance understanding and communication between the Parties and will make known to the other Party any relevant and appropriate matters that would assist and enable the other Party to further succeed in the delivery of their specific obligations in this Agreement.

***Sample 2:***

The Parties will engage in regular and frequent dialogue and, where applicable, organize a schedule of working initiatives and meetings in support to realize this Shared Vision. The precise method and manner for these and other communications will be detailed in the Governance Statement. In pursuit of this, the teams commit to the following principles:

* Openness and honesty
* Regular engagement reviews and evaluations
* Proactive and collaborative dialog to resolve issues
* Respect for each other
* Embrace an atmosphere of inclusiveness

We embrace a commitment to these principles throughout the life of this agreement and intend these principles shall survive changes in leadership and personnel.

***Sample 3:***

We will proactively engage in an open and receptive manner providing timely, relevant and transparent information. We will “tell it like it is” regardless of the message with a focus on solutions rather than blame. We will share openly, listen actively and communicate with one voice. Communications, both formal and informal, will follow the process defined in the Governance section.

***Sample 4:***

Communication: We will engage in proactive dialogue and transparency in a safe, collaborative environment to support our Shared Vision. In this pursuit, we commit to:

* Listen actively
* Encourage participation
* Seek clarity and be curious
* Say what we mean
* Be kind
* Hold good intentions
* Be hard on the problem, not the person
* Have courage for difficult conversations
* Share information and discuss interpretation

***Sample 5:***

We guarantee a safe environment to communicate real and complete expectations, opinions and motivations with a focus on solutions rather than blame (tell it like it is and keep it current).

***Sample 6:***

We will have regular, respectful and transparent dialogue across all levels of the relationship that progresses the Shared Vision intent and maximizes mutual understanding. The precise method and manner for these and other meetings will be documented in the Governance section of the attachment.

***Sample 7:***

We will make time for meaningful dialogue and listen to each other to foster communication, based on these principles:

* Create a safe environment that nurtures open and genuine discussions
* Seek to understand before being understood

**Your Statement:**

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#### Feedback

***Sample 1***

In pursuit of continuing good relations, the Parties will create a formal feedback process to assess the health and fitness of the relationship and will seek contributions from all employees, affiliates, and subcontractors involved in delivering the work. The feedback will be presented in the communication forum to the joint leadership team and will be utilized to guide any necessary adjustments to be made to support continued good relations between the Parties.

***Sample 2***

We commit to open and constructive two-way communication in a safe and collaborative environment.

***Sample 3***

The parties will create a mutually safe environment and methodology for sharing of open, candid feedback (tell it like it is) that results in a respectful experience for all parties. Issues will be dealt with in a timely manner at the proper levels of the organization and only escalated in a joint manner with good intentions. Feedback should include frequent recognition and wins. Governance will contain a formalized process and ad hoc mechanism.

***Sample 4***

The Parties will create a formal feedback process to assess the health and fitness of the relationship. The feedback will be presented in the communication forum to the joint leadership team and will be utilized to guide any necessary adjustments to be made to support continued good relations between the Parties.

***Sample 5***

We will hold each other accountable and agree on a methodology for sharing experiences that result in a positive outcome. In pursuit of a trusting partnership:

* We will regularly assess the pulse of the relationship
* We will seek contributions from our stakeholders
* We will ensure constructive feedback is an integral part of our culture

This will be used to guide necessary adjustments to strengthen our relationship

* We will celebrate our successes!

***Sample 6***

We will promote effective relationship management through respectful, open and transparent communications. Feedback will be timely and accurate, using both formal and informal methods.

**Your Statement:**

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#### Responsiveness

***Sample 1***

We will continually build and maintain good relations through careful consideration, forgiveness and mutual understanding of one another’s work, perspectives, emotions, and experiences, without judgment, to achieve our Shared Vision.

***Sample 2***

We will support one another with timely acknowledgment, appropriate response, and resolution of issues, using the methods defined in the Governance structure.

**Your Statement:**

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#### Accountability

***Sample 1***

We will acknowledge and assume collective responsibility for our words, behaviors and decisions as evidenced by:

* Closing loops on communications
* Making realistic commitments and following through
* Circling back when we can’t follow through and suggesting options
* Being consistent
* Balancing bedside thinking with system thinking
* The degree with which we conduct ourselves in accordance with all Intended Behaviors described herein

***Sample 2***

We will integrate complementary skills, values, and behaviors to attain partnership synergy and innovation to deliver market leadership

* We will be fair and equitable in our exchanges related to risks, rewards, resources and time for appropriate resolution
* We will value each other’s perspective on culture, quality, compliance, sustainability, and ethical affairs
* We will promote employee health, safety, and opportunity
* We will jointly manage our changing business environment
* We will foster a culture of inclusiveness

***Sample 3***

We will own our results and behaviors aligning with the Shared Vision. We will consistently do the right thing, do what we say, and manage up.

***Sample 4***

We will take full personal responsibility in every respect to achieve our objectives. We will actively promote early problem-solving. We will have the confidence to step forward with new ideas, challenge opinions and learn from mistakes.

**Your Statement:**

|  |
| --- |
|  |

#### Other Behaviors…

**Your Statement:**

|  |
| --- |
|  |

**Your Statement:**

|  |
| --- |
|  |

**Your Statement:**

|  |
| --- |
|  |

### Part 4: Combine Parts 1-3 Into Your Statement of Intent

Once you have achieved consensus on your Shared Vision, Guiding Principles, and Intended Behaviors, you will then combine them into your formal Statement of Intent (SOI). Typically, the Statement of Intent (SOI) is completed by the Core Team Leads and/or Contract Drafters and not completed in a larger Workshop.



We suggest the SOI be included in the Master Services Agreement (MSA) – the ***Vested Contract Template*** includes it in Part 2 Section 3.

#### Step 1: Develop the Introduction to Your Statement of Intent

As you create your SOI, create an introductory paragraph that sets the purpose for the SOI. Examples are given below to assist you. In addition to the introductory paragraph examples, two complete SOI examples are provided in Step 2.

The following provides five examples of how different companies have effectively created and documented the introduction to a joint Statement of Intent to lay a strong foundation for their relationship. The examples provided vary in terms of formality and purpose. In some cases, the companies wanted the wording to be more “legal” in nature while in other cases they wanted it to be less formal. What is important is to establish and document the intentions of the parties.

***Introduction Sample 1:***

The Parties will work together for the Term, in good faith and with the overall mutually desired intention, to achieve [ENTER THE SHARED VISION]. The Parties agree that the Shared Vision will be achieved only by the continuing cooperation, combined mutual efforts, and good relations among and between the Parties and in accordance with the principles set out in this Statement of Intent.

***Introduction Sample 2:***

The Parties will work together in good faith for the Term to achieve transformational business solutions that are mutually beneficial to the Parties (“Shared Vision”).

It is our mutually desired intention, to achieve [ENTER THE SHARED VISION].

The Parties agree that the Shared Vision will be achieved only through continuing cooperation, trust, and commitment. In order to achieve the vision and foster good relations, the Parties recognize the importance of adhering to the principles set forth in the Statement of Intent.

***Introduction Sample 3:***

This Statement of Intent is Section <X> of the Master Services Agreement (the “Agreement”) between **BUYER** (“Buyer”) and **SERVICE PROVIDER** (“Provider”). The purpose of this Section is to set forth the intent of the Parties in this Agreement.

***Introduction Sample 4:***

The Parties enter into this Agreement with the following Statement of Intent as our mutual relationship philosophy and the principals under which we commit to operate. The Parties endeavor to abide by the Statement of Intent in all dealings during the term of this Agreement.

***Introduction Sample 5:***

Together, our organizations endeavor to work in a highly collaborative manner in pursuit of a Shared Vision to <<insert Shared Vision>>. We collectively agree to drive a culture of collaboration based on the following Guiding Principles and Intended Behaviors.

**Your Introduction:**

|  |
| --- |
|  |

#### Step 2: Create Your Statement of Intent

Combine the elements created above into your Statement of Intent (SOI)

* Introduction
* Shared Vision
* Guiding Principles
* Intended Behaviors

#### Step 3: Review Your Statement of Intent

The following checklist will help make sure you have thought through your Statement of Intent properly.

|  |  |
| --- | --- |
| **Yes/No?** | **Checklist Component** |
| **Do you have proper buy-in?** | |
|  | Does your Statement of Intent contain each of the three essential components (Shared Vision, Guiding Principles, and Intended Behaviors) |
|  | Did you have the right stakeholders in the session from each of the organizations when you completed each of the components? |
|  | Is there proper buy-in? (e.g., can you answer the question, *“Do we have 80% agreement with 100% commitment?”*) |
|  | Did you ask Key Stakeholders not in the session to give input into the Shared Vision? |
| **Shared Vision** | |
|  | Is your Shared Vision short (preferable one sentence, but not more than two sentences)? |
|  | Does your Shared Vision provide a vivid and clear picture of a bright future for both organizations? |
|  | Does your Shared Vision use memorable and engaging wording? |
|  | Does your Shared Vision provide realistic aspirations? |
|  | Is your Shared Vision balanced, including the visions of each of the organizations involved? |
|  | If relevant, did you focus your Shared Vision on the “customer”? |
| **Guiding Principles** | |
|  | Did you include all six of the Guiding Principles? |
|  | Does everyone fully understand why the Guiding Principles are essential? |
| **Intended Behaviors** | |
|  | Have you incorporated seven or fewer Intended Behaviors? |
|  | Will the Intended Behaviors you have selected for your relationship help you achieve your Shared Vision? |
|  | Are the Intended Behaviors you have selected aligned with a What’s in it for We mindset to promote trust, transparency, and compatibility? |
| **Statement of Intent Schedule** | |
|  | Did you ask legal for how they wanted to incorporate the Statement of Intent into your future agreement? |

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