



# FACILITATION GUIDE | CROSS-FUNCTIONAL ORGANIZATIONAL OBJECTIVE EXPLORATION

45 minutes

## Facilitation Approach: Structured Sensemaking

A facilitated, objective-focused sensemaking conversation that brings together cross-functional perspectives to explore how different teams are contributing to shared organizational objectives. This approach emphasizes pattern-spotting, interdependence, and collective understanding, rather than coordination, prioritization, or decision-making.

## Purpose

This breakout brings together cross-functional perspectives to examine how team contributions connect to and advance organizational objectives, surface complementary and intersecting efforts across teams, and identify insights and implications for how we work together as the year unfolds.

## Breakout Goals

- Examine how each team contributes and connects to advance specific FY27 org. objectives.
- Surface complementary and intersecting efforts across teams.
- Identify insights and implications for how we work together to achieve FY27 org. objectives.
- Inform development of team-level FY27 OKRs.

## Group Setup

- Cross-functional groups, each focused on one organizational objective
- Each group includes representatives from multiple teams

## Materials

- Facilitator Notetaking Guide

Facilitation Flow	Facilitation Notes
<p><b>Grounding and Overview</b> 5 minutes</p>	<p><i>With the full group prior to getting into breakout groups.</i></p> <ul style="list-style-type: none"> <li>• In the last breakout, teams clarified how their work contributes to organizational objectives and what success looks like from their team’s perspective.</li> <li>• This breakout builds on that work and shifts the lens from team-level planning to organizational sensemaking.</li> <li>• Groups will be cross-functional and organized by organizational objective.</li> <li>• This conversation is not about coordinating projects, assigning roles, or resolving priorities today.</li> <li>• Instead, the focus is on:               <ul style="list-style-type: none"> <li>○ how different teams are contributing to the same objective,</li> <li>○ where efforts reinforce or depend on one another,</li> <li>○ and what that suggests for how we work together over time.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• This is a sensemaking conversation: it's okay to name tensions or questions without resolving them.</li> </ul>
<p><b>Breakout Groups</b> 40 minutes</p>	<p><b>Notetaking Guidance:</b> Focus on capturing patterns, connections, and implications that emerge across teams. Individual comments or team-specific details are not necessary unless they illustrate a broader insight the organization should hold or an implication for cross-functional collaboration moving forward.</p> <hr/> <p><b>Part 1   Team Contributions and Connections (15 minutes)</b></p> <p><i>Facilitator Note(s):</i> Invite each team represented to share their team's contributions to the objectives, keeping sharing at the headline level rather than moving into explanations or context. Move the group from naming contributions to noticing connections, complementarity, or intersections across teams.</p> <p><b>Guiding Questions:</b></p> <ul style="list-style-type: none"> <li>• What are the main ways your team plans to contribute to advancing this objective?</li> <li>• What feels complementary or overlapping across teams?</li> <li>• Where do we see intersections or reinforcing efforts across teams?</li> </ul> <hr/> <p><b>Part 2   Interdependencies and Conditions for Success (10 minutes)</b></p> <p><i>Facilitator Note(s):</i> Help the group shift from naming individual team contributions to noticing where success depends on more than one team. Keep the focus on outcomes and conditions rather than projects, sequencing, or roles. If the conversation begins to move into coordination or planning, gently bring the group back to noticing patterns of interdependence and shared conditions for success.</p> <p><b>Guiding Questions:</b></p> <ul style="list-style-type: none"> <li>• What outcomes are related to this objective that no single team can achieve alone?</li> <li>• What aspects of success for this objective depend on multiple teams moving in complementary ways, even if through different efforts?</li> </ul> <hr/> <p><b>Part 3   Implications for Working Together (15 minutes)</b></p> <p><i>Facilitator Note(s):</i> Invite the group to reflect on what it will take to work effectively, efficiently, and equitably across teams to advance work. Encourage participants to think back on the Breakout #1 discussion and other conversations throughout the day as they consider what enables and hinders effective cross-functional work. Prompt the group to explore how we can manage complexity and navigate tensions in ways that support communication, coordination, and effective responses to challenges.</p> <p><b>Guiding Questions:</b></p> <ul style="list-style-type: none"> <li>• What will be important to stay attentive to as work unfolds?</li> <li>• What tensions, areas of ambiguity, and/or areas of misalignment might we need to watch for or navigate through as we advance this objective?</li> <li>• What practices will be especially important for effective cross-team collaboration?</li> <li>• How will we collectively prevent and address pain points/challenges throughout the year?</li> </ul>

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**Part 4 | Prepare for Full-Group Sharing**

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- What are one or two key insights that are important for the organization to hold about this objective?
- What is one implication for cross-functional collaboration moving forward?

*Facilitator Note(s): Thank the group for engaging thoughtfully in the conversation and encourage them to take their reflections back to their teams to inform finalizing team-level OKRs. Emphasize using the cross-team collaboration approaches surfaced here to support the work as it unfolds.*