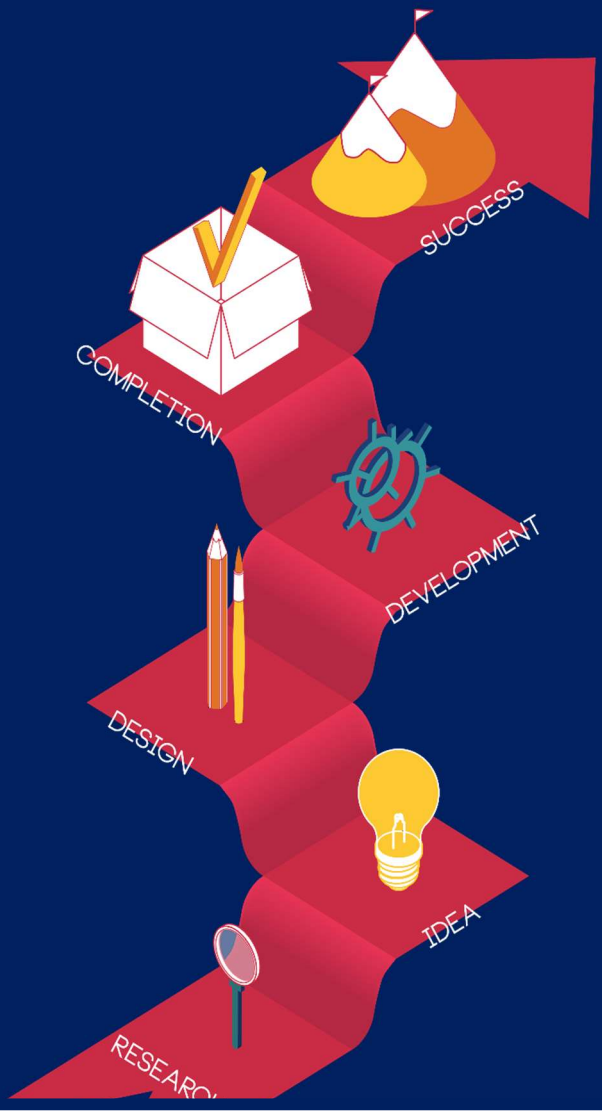


IO2 Toolset for Team Development

Team Roles Tool

Institute Polytechnic of Porto

07.12.2020

Co-funded by the Erasmus+ Programme of the European Union

The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein. [Project number: 2019-1-ES01-KA202-064348]

Title:	*IO2 Toolset for Team Development* *Team Roles Tool*
Project result (Intellectual Output – IO4)	*Tool to clarify team member roles*
Description	Tutorial on a symbolic-based solution to map 'teams' purposes, roles, and tasks.
Partner organization	*Institute Polytechnic of Porto (P.PORTO)*
Responsible for the preparation of this document	*Ana Cláudia Rodrigues* *António Marques* *Viviana Meirinhos*
Creation date	*07.12.2020*
Language	*English*
Creative Commons	

Table of contents

Objective of the tool and fields of application 4

Material 4

Implementation Process 4

Step overview 5

Detailed step description 6

1. **Team onboarding** 6
2. **Setting our Purpose** 6
3. **Our strengths** 7
4. **Our roles** 7
5. **Our interdependencies** 7
6. **Our challenges** 8
7. **We being supportive** 8
8. **Closure** 8

Objective of the tool and fields of application

This tool has the aim of supporting teams in defining and getting awareness of their identity and performance. As a collective identity, teams need to create and develop themselves in a collaborative process. Although this process occurs naturally, it is beneficial to create specific moments to focus on "who we are" and "what do we want". Pausing, focusing, and thinking deliberately on the 'team's purpose, and team members' roles enhance awareness of oneself, of others, of the iteration between the parties and of the whole. This realization may represent a cornerstone for teams' success.

Material

10 squared cork boards (15cm x 15 cm)

10 coloured cardboards (or thick papers) (15cm x 15 cm) – with 10 different colors boards + 1 white cardboard (30cm x 30 cm)

10 coloured push pins – with the same colours of the cardboards

10 line wires of each colour of the cardboards

10 pens

Symbol case with around 200 symbols

Implementation Process

This tool may be implemented with all 8 steps. In this case, you will be working all over the team roles issues or – if you are short on time or want to work on a particular topic, you may apply just the initial step, the ending step and any step (or steps) in between you may be interested.

Step overview

1. Team onboarding
2. Setting our Purpose
3. Our strengths
4. Our roles
5. Our interdependencies
6. Our challenges
7. We being supportive
8. Closure

Detailed step description

Before starting, ensure a comfortable space and set up an informal environment (for example, with cushions, puffs, tatami, carpets) with no barriers (like desks or tables) to use the floor as the working basis.

1. **Team onboarding**
   - Welcome the team, and invite them to sit in a circle.
   - Distribute to each team member a pen, one corkboard, one coloured cardboard with a coloured push pin and the same number of line wires as the number of team members in the activity (all the elements should be the same colour). Each member places the corkboard in front of them and attaches the card to it with the pin. The facilitator should place the white cardboard in the middle of the circle with the 200 symbols around it.
   - Propose to the team to identify themselves – "who are the members of this team?" For this, invite each member to choose a symbol, write their name on the card and, place the chosen symbol in the middle of their board.

2. **Setting our Purpose**
   - Challenge the team to discuss the team's mission for some minutes (max.10). "Why was this team established?", "What is this team's main task?", "What is the importance of our team?" "Whom does the team work for?", "What is our purpose?".

     Explain that this debate is just a starting point for working on it continuously. The intention is to guarantee a common idea of the team existence foundation, not to arrive at a well-defined purpose statement!! We want to ensure that all team members share the same understanding regarding "why does this team exist?", "what for"!
   - Invite the team to select one symbol that could be placed on the whiteboard that is in the centre and would represent the Team Purpose.

3. Our strengths

- Ask the team members to select another symbol, which would stand for the strength she/ he considers to have to contribute to the success of the team's purpose. Each person chooses a symbol and places it in its own coloured card (next to the first symbol selected).

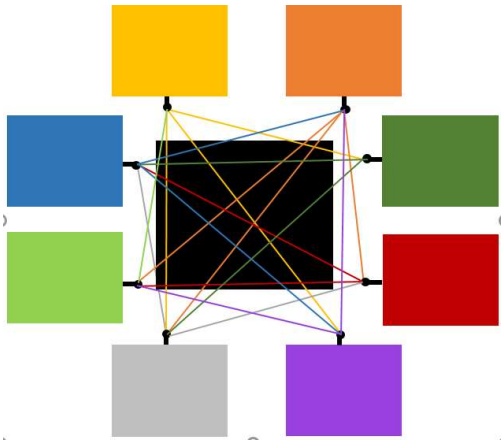
  At this moment, each member is invited to present the symbols placed on her/ his individual card and explain: "why did I choose this symbol to present myself" and "why did I choose this symbol to represent a strength that I consider to have to contribute to this team".

4. Our roles

- The facilitator asks the team members to write on their cards the roles they consider to have in this team. They may identify between one and three roles. Don't give any guidance to this task. Let the members write freely. They may write tasks, social roles, functional roles…
- In the end, each member, at a time, reads out loud the written roles. No comments at this moment! Just listening to each other.

5. Our interdependencies

- The facilitator asks the team members to use their line wires to identify interdependencies between member roles. Each person has the same number of lines as members of the team, and, for this reason, they may represent symbolically all the interconnections they need: just one or with all parties. Lines are tied to each own pin and to the other team intended pin.



6. Our challenges

The scenario is becoming closer to reality: a complex system! The good news: if it looks like a system, it means we have a team! An interdependent system is working as a whole to a common purpose! However, systems and teams face problems, difficulties and different type of challenges.

- The facilitator asks the team members to select a/another symbol, which will stand for one challenge she/ he considers the team is facing or will face. Then, each member decides where the symbol should be: in its own card, in another member's card or in the central card. No comments are allowed at this stage.

7. We being supportive

Challenges become easier because people are not alone in a team, and supporting each other for common success is one of the most important roles as team members.

- For this reason, this is the last symbol – but one of the most precious – to be identified. Each member picks one symbol to represent how can she/ he assume the supportive role and keeps it in her/ his hand.
- The facilitator invites each member to place the symbol wherever she/ he wants while explaining why and contextualizing it in the own vision of the global perspective developed throughout the activity.

8. Closure

- If not before, the facilitator invites each member to explain why and contextualizing the chosen symbols in their own vision of the global perspective of the activity.
- The facilitator promotes and moderates a small debate/sum up of the developed scenario. She/ he also asks if someone would like to propose any change to the final symbolic field. These (eventually) last (re)conceptions prepare, accommodates the changes the team agrees on, and starts the closing of the ultimate setting. This closing of the developed scenario could be saying out loud the topics that emerged: be aware of…, be clear about…, future actions…
- In the end, invite team members to register their construction with 2 photos (one just with the symbolic field and another with the team members and the symbolic field) and, writing their conclusions/learning points and/or future actions in the "Conclusions/Learning Points" Template.

In the case you are applying steps individually, provide debate in that specific step.