

Right-Minded TEAMWORK

Teamwork Tools, Tips and Exercises

From Right-Minded Teamwork Resources Collection

Defining Teammate Roles & Responsibilities Exercise

Using These 4 Questions

Leader's Guide

By Dan Hogan, CMF

Overview

Defining teammate roles and responsibilities exercise, using these four questions, will increase the likelihood your team will achieve 100% customer satisfaction.

So many teams go off the rails because they **don't know how to define and clarify teammate roles** and responsibilities, or **they simply don't take the time** to make them clear.

Certainly, it doesn't have to be that way.

Clarifying teammate roles is a sure way to sustain high-performance teamwork, and [this 4-question roles and responsibilities workshop is faster and better than creating a RACI Matrix.](#)

Similarly, as preventive maintenance ensures your car runs properly, conducting a periodic team building workshop to re-clarify teammate roles and responsibilities will do the same for your team.

Why Clarify Teammate Roles?

If you don't perform this "maintenance," teammates will start acting like an ole clunky car.

As a result, their timing is off; they burn oil and blow smoke.

And who needs that kind of poor teamwork behavior --- especially when it's easily prevented with this teammate role and responsibility exercise?

If you don't have a lot of time, use these four questions because it's far better to prevent teammates from getting cranky.

What's in this Leader's Guide

- ✓ Leader Instructions
- ✓ The 4 Questions
- ✓ Roles Exercise Agenda
- ✓ Bonus: 5 Additional Questions
- ✓ One Common Role: Oneness

Teammate

Roles &
Responsibilities





Leader's Guide Instructions

Before Meeting

1. Choose a leader to facilitate the meeting, and another person to be the workshop timekeeper. The leader sets a date for exercise and invites all team members.
2. All team members need to participate.
3. Distribute materials to participants 1-2 weeks before the workshop date.
4. Ask team members to find 15 - 30 minutes before the workshop to review all materials as well as to watch the video. Emphasize they need to be prepared to conduct this exercise.

During Meeting – Facilitation Guidelines

5. Present & clarify the Outcomes & Agenda. The timekeeper will gently announce progress.
6. It is essential to make sure all understand the goal of exercise.
 - An excellent way to do this is to ask a teammate to explain it and then allow others to comment. Agree to work and behave as ONE team in the workshop.
7. Don't let people just brush off this exercise. This exercise is too important.
8. Team members use proper communication to deliver constructive feedback.
9. If you run out of time, schedule a 2nd meeting to complete.
10. Agree on how the team will track progress and when it will recalibrate team roles again?
11. Team member instruction on how to present and dialogue:
 - Members present their answers to all 4 questions **without** interruption in 2 – 3 minutes.
 - An open dialogue follows where teammates validate or constructively challenge their views.
 - Enjoy the appreciations that are expressed between teammates.
 - Agree on how participants can get what they need or let go of what they don't need.
 - Usually, it is prudent to write down all key agreements and understandings.

After Meeting

12. Consider having a 2-minute “check-in” at the beginning of your meetings to reinforce or confirm some of the role agreements you made.

Defining Roles Using These 4 Questions

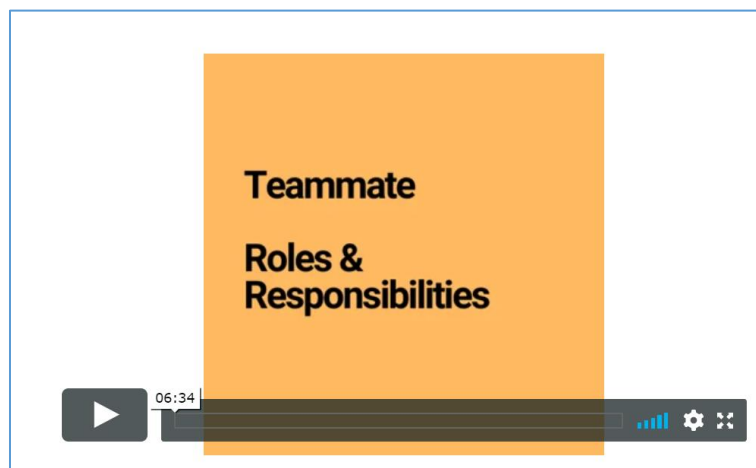
First, these questions are openly discussed in a team building workshop.

Second, you want to give teammates about two weeks to prepare.

Finally, the product of the workshop will be clear understandings and, in many cases, new teammate Work Agreements.



1. What are your 2-3 **key deliverables**, objectives, or products you produce for the team?
2. What resources or support do you need that you are **currently receiving**?
3. What resources or support do you need that **you are NOT receiving** now?
4. What are you **getting that you DON'T need**; what is preventing or getting in your way of doing your job?



In this video, (click the images) Dan will **explain the Roles Exercise** and discuss the importance of an attitude of **teammate Oneness**.



Teammate Preparation Worksheet

Give your teammates this page, or you can email these four questions to them.

<p>1. What are your 2-3 key deliverables, objectives, or products you produce for the team?</p>	
<p>2. What resources or support do you need that you are currently receiving?</p>	
<p>3. What resources or support do you need that you are NOT receiving now?</p>	
<p>4. What are you getting that you DON'T need; what is preventing or getting in your way of doing your job?</p>	



Roles Exercise Agenda

Desired Outcome	Discuss, clarify, confirm, and agree on our team roles and responsibilities: who does what, when, and how.
Time commitment	90 minutes
Preparation	<ol style="list-style-type: none"> 1. Answer four questions <ol style="list-style-type: none"> a. Name your 3 key deliverables, objectives, or products you produce for the team? b. What resources or support do you need that you are currently receiving? c. What resources or support do you need that you are not receiving now? d. What are you getting you don't need; what is thwarting your performance? 2. Be prepared to offer positive changes in yours and other's roles as well as solutions to how you can get what you need or how you can let go of what you don't need.

Agenda	<ol style="list-style-type: none"> A. Kick-off: agree on the Desired Outcome B. Agree to believe and behave as ONE team. C. Role calibration exercise <ul style="list-style-type: none"> • One person for ~10 minutes shares answers; dialogue • Time permitting, create new agreements & understandings • Capture in team charter/game plan. • If you run out of time, schedule 2nd session. D. Close
--------	--

Bonus: 5 Additional Questions

Meanwhile, if your team is currently applying the 5 Elements of Right-Minded Teamwork, you can use these five questions.

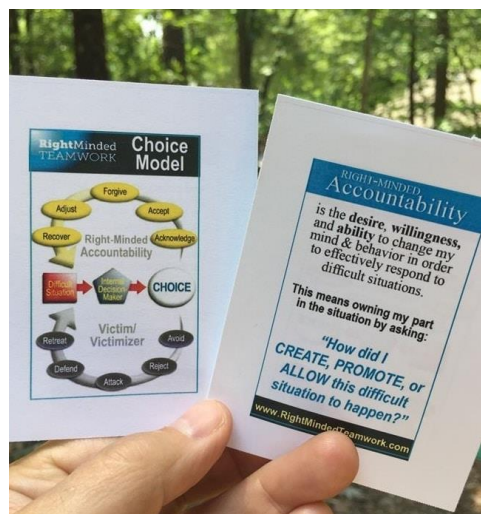
In other words, each teammate produces a short answer to each of these five questions that align with the five elements.

1. What are the specific roles or responsibilities you have that ensure the team achieves 100% customer satisfaction?
2. What task do you perform that helps the team achieve its values, which are mostly the team's psychological goal?
3. What behaviors are you demonstrating that show you are living the spirit and letter of the team's work agreements?
4. What responsibilities are you consistently demonstrating that ensures the team's operating system runs smoothly and efficiently?
5. What specifically are you doing to nurture your right-minded teammate attitude and performance?



Right-Minded Choice

Consider using the Right-Minded Choice Model in the roles and responsibility exercise because it will help you create a positive atmosphere for the workshop.





The Pros & Cons of the RACI Matrix

For more detailed roles exercise, use the **RACI** or Responsibility Assignment Matrix, which is a powerful tool for clarifying the way team members work together.

Pros & Cons of a RACI

One of the standard ways to clarify roles is to create a **RACI** chart.

This team building exercise defines individual or group **Roles** and **Accountabilities** as well as who needs to be **Consulted** and **Informed**.

Pros

- This is an excellent and comprehensive process.
- Any team that creates even a moderately thorough RACI will benefit from the discussion that it took to create it, and especially when teammates adhere to it.

Cons

- For many teammates, creating a RACI chart **takes too long**.
- Also, **it's useless** if the team doesn't periodically review it.



A Real RACI Matrix Example

I facilitated many RACI's in my career.

The following RACI chart was used to define the responsibilities of all employees involved in a maintenance management process.

R = responsible, A = accountable, C = consulted, and I = informed

	Maintenance Management Process	Create Work Orders	Plan WOs	Approval	Procure Material	Receive Material	Schedule WOs	Assign Work	Prepare Equipment & Permits	Complete Work	Safety Activities	Maintenance Reports	Cost Control/Budget Preparations	RCFAs	RCM Analysis	MOCs	PMS	PM Job Plans	PdM Data Collection	PdM Data Analysis	CBM Action Item WOs
RC Manager	A	R	C	A	C		R	I	I		R/A	R/A	R/A	A	A	R	A	I	A	C/I	A
Maintenance Engineer	R	R	R	R	R	I	R	I	I	R/A	R	R	R	R	R	R	R	R		R	R
Reliability Engineer	R	R	C		C		I	I		C	R	I	C	R	R	R	R	R/A	R	R/A	R
Maintenance Planner	R		R/A	I	R/A	R	C				R	I	R			R	R	C			R
Maintenance Scheduler	R	R	I	I	I	A	R/A	R	I		R	R	R			C/I	R	C	R		C
Maintenance Coordinator	R	R	R	I	R	R	C	R/A	R	R	R	I	R	C		C/I	R	C	R		R
Maintenance Specialist	R	R	R		R	R	I	I	I	R	R	C	R	C	C	C	C	C		C	
Production Tech	R	R					C/I		R	C/I		I		C/I	C/I						
Plant Manager	R	R/A	C/I	R	C/I		R	I	A	C/I	R	I	R	C/I	R	A	R	I	R	I	R



One Common Role: Oneness

But wait. You Have One More Teammate Role.

Don't forget about this overriding teammate's role and responsibility.

All Teammates Act as "ONE."

As you implement your roles and responsibilities, you need to do so while operating out of a **deep-seated and heartfelt sense of ONEness** with your teammates and your team's mission.

ONEness, at the team level, means:

- Teammates believe and behave as an interdependent and **ONE-minded team player**.
- You believe: "**None of us is as smart as all of us**" or $1 + 1 = 3$.
- Teammates believe: the **whole is greater** than the sum of its parts – **abundance**.
- You demonstrate in word and action an **attitude of "We"** and personal accountability.

Moreover, the opposite of ONE-mindedness is "**separateness**," and at the team level, it means:

- Teammates believe and behave as a **separate and independent-minded** team player.
- You believe: "**I am right, and you had better listen to me**" or $1 + 1 = 1.5$.
- Teammates believe **there is not enough**, so you fight to get what you think is rightfully yours – **scarcity**.
- You demonstrate in word and action an **attitude of "I"** and personal victimization.

Teams can get by while operating in an atmosphere of separateness, but they never achieve full potential.

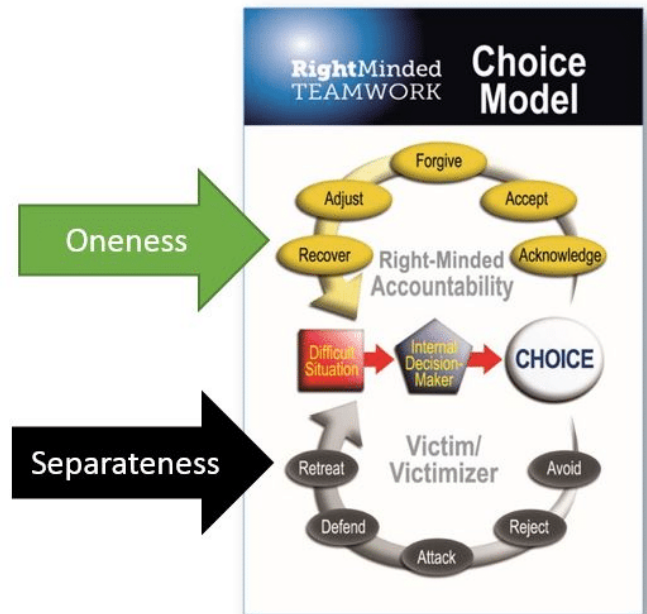
They pull in separate directions.

Separateness hinders performance. It sets up

- destructive competition,
- encourages little or no cooperation,
- reinforces power struggles,
- feeds the feeling of helplessness, and
- justifies finger pointing & blame.

ONeness helps performance. It creates

- cooperation,
- nurtures healthy competition, and
- empowers people to take accountability.



The **costs and benefits are clear.**

Which will you choose?

It is far better to believe and act from ONeness.



In this video, listen as Dan explains the importance of an attitude of **teammate Oneness**.



The Benefit of Ongoing Feedback

Goals + Feedback - Success

To have a useful role discussion, your team might like to not only clarify individual goals but to also agree on how the team wants to give and receive feedback. This story will help illustrate the practical logic of providing ongoing and clear feedback.

Team members need to know if they're making progress. Goals give people direction, but goals alone aren't enough. This study shows how feedback can make reaching a tough goal less demanding.

A group of soldiers endured weeks of arduous training to qualify for positions in elite combat units. At the end of the training, a final challenge remained: a forced march in full gear.

The soldiers were divided into four groups. Each group would march 20 Kilometers (about 13 miles) over exactly the same terrain, on the same day. The only variation was that each group received different instructions:

- Group one: "You'll march 20 kilometers" (the actual distance). These soldiers received regular progress reports along the route.
- Group two: "This is the long march you heard about." Group members didn't know how far they would march, nor were they informed of their progress along the way.
- Group three: "You'll march 15 kilometers." After marching 14 kilometers, they were told they had six more to go.
- Group four: "You'll march 25 kilometers." After marching 14, they were told they had only six more to go.

Results: Researchers found that group one performed the best. Knowing how far they were going and receiving regular reports helped the soldiers complete the 20-kilometer course the fastest, with the least stress.

Group two had the slowest time. And that they'd endured more stress than the other groups. Knowing only that "this will be a long march," their morale—as well as their performance—suffered.

Groups three and four performed better than group two—even though they received incorrect feedback. Apparently, any feedback improves morale.

Feedback tells team members they're making progress toward goals; they're living up to expectations, and someone cares enough about them to keep them informed.

Source: Encouraging The Heart, James M. Kouzes, and Barry Z. Posner, Jossey Bass Publishers, 350 Sansome St. San Francisco, CA 94104

Creating Right-Minded Teamwork in Any Team

RMT is a real-world team building approach.

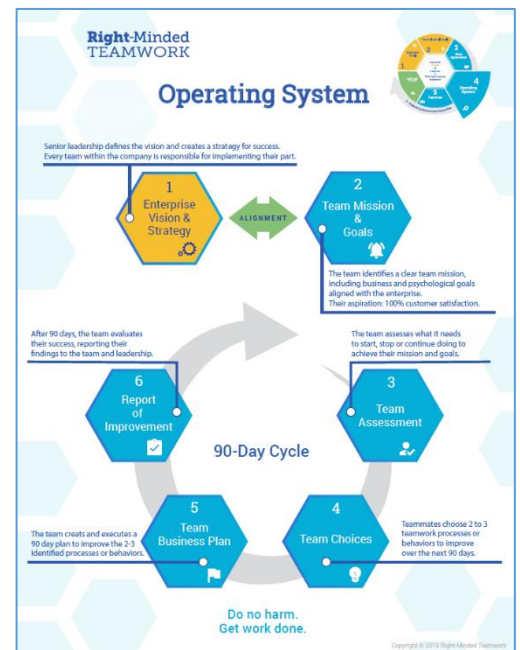
2 Goals + 3 Methods = 100% Team Customer Satisfaction

1. **Business Goal**
2. **Psychological Goal**
3. **Work Agreements**
4. **Operating System**
5. **Right-Minded Teammates**



RMT is a simple method, but it can be seen as difficult because it advocates a direct and non-condemning approach to team building.

This difficulty is overcome when teammates embrace their desire, willingness, and ability to change their minds and behaviors to correct mistakes and poor teamwork performance.



Design RMT Team Building Workshop

Apply RMT's 12 steps to design a workshop that teammates can't wait to attend because they know they will get real work done.

No team games or meaningless exercises are needed. RMT deals with a fundamental law of cause (your mind's thoughts) and effect (your team behavior).

This method helps your team to

- ✓ Leverage the power of your individual and collective decision-making mind and
- ✓ Create a team that works together as one to achieve 100% customer satisfaction.

Right-Minded Teamwork is a business oriented plus a psychological approach to team building where acceptance, forgiveness and adjustment are teammate characteristics, and customer satisfaction is the team's result.