

Right-Minded Teamwork

Defining Teammate Roles & Responsibilities 4 Questions



By
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Books by Dan Hogan

Reason, Ego, & the Right-Minded Teamwork Myth:

The Philosophy and Process for Creating a Right-Minded Team That Works Together as One

Right-Minded Teamwork in Any Team:

The Ultimate Team Building Method to Create a Team That Works as One

How to Facilitate Team Work Agreements:

A Practical, 10-Step Process for Building a Right-Minded Team That Works as One

How to Apply the Right Choice Model:

Create a Right-Minded Team That Works as One

7 Mindfulness Training Lessons:

Improve Teammates' Ability to Work as One with Right-Minded Thinking

Right-Minded Teamwork:

9 Right Choices for Building a Team That Works as One

Design a Right-Minded, Team-Building Workshop:

12 Steps to Create a Team That Works as One

Achieve Your Organization's Strategic Plan:

Create a Right-Minded Team Management System to Ensure All Teams Work as One

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CONTENTS

Defining Teammate Roles and Responsibilities Exercise Using 4 Questions.....	4
The Goal.....	4
Sustainability.....	4
Why Clarify Teammate Roles?.....	5
Teammate Preparation	6
Leader's Guide	7
Role Clarification Meeting Agenda	9
Bonus: 5 Additional Questions.....	10
Right Minded Choice	11
Your One Common Role: Oneness.....	12
Benefits of Ongoing Feedback.....	14
More About Roles: The RACI Matrix	15
Books by Dan Hogan.....	17

Defining Teammate Roles and Responsibilities Exercise Using 4 Questions

The Goal

Defining teammate roles and responsibilities using these four questions will increase your team's likelihood of achieving 100% customer satisfaction.

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.

Sustainability

Clarifying teammate roles is a sure way to sustain high-performance teamwork, and this four-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 "maintenance," teammates will start acting like an old, clunky car.

Without clarity, they burn oil and blow smoke.

Periodic role calibration ensures your team is focused on doing the right things right.

Conducting this exercise in a team meeting or team-building workshop will allow you to:

- Ensure everyone understands and accepts their role, responsibility, and accountability.
- Give positive appreciation to team members for providing resources and support so other teammates may meet or exceed their responsibilities.
- Modify and agree on new and better ways to execute individual roles within the team.



Teammate Preparation

To prepare for this exercise, teammates will answer four questions:

1. Name the **top three 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 currently receiving**?
4. What are **you getting that you don't need**? What is hurting your performance?

Teammates should be prepared to offer positive changes and suggestions to improve their role as well as the roles of others.

They should also be ready to provide solutions as to how they can get what they need or how they can let go of what they don't need.



Leader's Guide

Before the meeting, the team leader:

1. Sets a date for the exercise and invites all team members.
2. Let all team members know participation is required.
3. Distribute questions to teammates one to two weeks before the workshop date.
4. Asks teammates to write their answers to all four questions.
5. Print copies of those answers and distribute them to teammates in the workshop.
6. Ask teammates to review their answers before the workshop and to come prepared to discuss and agree with fellow teammates.
7. Ask teammates to **watch this six-minute video**. Dan will explain the Roles Exercise and discuss the importance of an attitude of teammate Oneness. Go to RightMindedTeamwork.com.

Search for "[Define Teammate Roles Responsibilities with just four questions.](#)"



During the meeting, the team leader or facilitator:

1. Presents workshop outcomes and invites teammates to agree.
2. Ensures all teammates understand the goal of exercise. (An excellent way to do this is to ask a teammate to explain it, then allow others to comment.)
3. Obtains agreement that clear roles and responsibilities will help ensure they work and behave as one unified team.
4. Presents group exercise instructions:
 - Team members will give their answers to all four questions, without interruption, in 1-2 minutes.
 - Open dialogue will follow to validate and constructively challenge their views.
 - Teammates should enjoy receiving appreciation from fellow teammates.
 - The team will agree on how participants can get what they need or let go of what they don't need.
 - The team will document all key agreements and understandings.
5. Keeps teammates engaged (so no one is absent or brushes off the activity).
6. Help teammates agree on how they will track progress and when they will recalibrate team roles again.
7. Schedules a second meeting to complete the exercise if time runs short.

After the meeting:

1. At the next few team meetings, the team leader asks all teammates, "Are we honoring and following our agreed-upon roles and responsibilities?"

Role Clarification Meeting Agenda

Desired Outcome: Discuss, clarify, confirm, and agree on who does what, when, and how.

Time Commitment: 2-4 hours

Participants: 7 teammates

Agenda

- A. Kick-off
- B. Agree on the Desired Outcome
- C. Agree to believe and behave as one unified team
- D. RMT's Role Clarification exercise
 - One person at a time gives answers to the questions
 - Dialogue follows
 - Time permitting, create new Work Agreements & teammate understandings
 - Capture conclusions in the Team Business Plan
 - If you run out of time, complete as many as possible, then schedule a second session to continue
- E. Close

Bonus: 5 Additional Questions

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

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 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

We encourage you to take five minutes at the beginning of your workshop to create a positive atmosphere for the task ahead by presenting the Right Minded Choice Model.

Your goal is to present the model in such a way that when you finish teaching it, all teammates declare,

Of course, we need to approach our Roles & Responsibilities exercise in a Right-Minded, accountable way. Let's get started.



To learn more about the Right Choice Model and how to apply it in your team, go to RightMindedTeamwork.com or your favorite book retailer, and pick up ***How to Apply the Right Choice Model: Create a Right-Minded Team That Works as One.***



Within the book, look for the section titled, "How to Present & Apply the Right Choice Model in Your Team." There, you will find specific instructions on successfully presenting the Right Choice Model, including how to relate it to your team's current challenge.

Your 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 Agree to "Work 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 interdependent, **One-minded team players**.
- You believe: **None of us is as smart as all of us**, which equates to $1 + 1 = 3$.
- Teammates believe: the whole is greater than the sum of its parts – **abundance**.
- You demonstrate in word and action an attitude of "**We**" plus you extend personal accountability.

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

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

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**.

Benefits of Ongoing Feedback

Goals + Feedback = Success

Goals give people direction, and clear roles and responsibilities are a form of goals. But goals alone aren't enough. The following study shows how feedback can make a tough goal to feel more achievable. It illustrates the practical logic of providing ongoing, clear feedback.

A group of soldiers endured weeks of arduous training to qualify for 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.

- The first group was told, "You'll march 20 kilometers" (the actual distance). These soldiers received regular progress reports along the route.
- The second group was given less information: "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.
- The third group was given an underestimation: "You'll march 15 kilometers." But after marching 14 kilometers, they were told they had six more to go.
- The fourth and final group received an overestimation: "You'll march 25 kilometers." After marching 14, they were told they had only six more to go.

The results were clear. Researchers found that the first group performed the best. Knowing how far they were going and receiving regular progress reports helped the soldiers complete the 20-kilometer course the fastest, with the least stress.

Group two had the slowest time and endured more stress than all the other groups. With no idea how far they were going - only that it was a "long march" - and no feedback on their progress, group two's morale and performance suffered.

Interestingly, though groups three and four received incorrect feedback, they still outperformed group two. Apparently, any feedback improves morale. Whether entirely accurate or not, feedback tells team members they're making progress toward goals and are living up to expectations. It reminds them 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

More About Roles: The RACI Matrix

The Pros & Cons of the RACI Matrix

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

This team-building exercise defines individual or group Roles and Accountabilities and 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 it took to create it, 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.

I facilitated many RACIs in my career. The following RACI chart was used to define the responsibilities of all employees involved in a plant operations maintenance process.

This model is called RACI, which stands for:

R = Responsible

A = Accountable

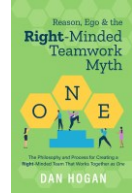
C = Consulted

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

Books by Dan Hogan

Reason, Ego & the Right-Minded Teamwork Myth: The Philosophy and Process for Creating a Right-Minded Team That Works Together as One



This book explores two foundational concepts: the Right-Minded Teamwork Myth, a short tale that presents RMT's underlying teamwork philosophy, and the Right-Minded Teamwork team-building process, a step-by-step approach to implementing RMT in any team.

Right-Minded Teamwork in Any Team: The Ultimate Team-Building Method to Create a Team That Works as One



Right-Minded Teamwork is built on a framework of 5 Elements, explored in this book. These two goals and three methods are implemented into your team through three team-building workshops conducted over a six-to-12-month period. Once your team completes their third workshop, you move into a 90-day, continuous improvement operating plan that allows your team to achieve their goals, do no harm and work together as one.

How to Facilitate Team Work Agreements: A Practical, 10-Step Process for Building a Right-Minded Team That Works as One



Team Work Agreements are collective pledges made by your team to transform non-productive or dysfunctional actions into positive and constructive work behavior. Though this book is written primarily for team facilitators, team leaders and teammates may also follow these steps to create powerful, effective Work Agreements to solve and prevent interpersonal and process problems.

How to Apply the Right Choice Model: Create a Right-Minded Team That Works as One



The concept of Right Choice states every person has free will. Free will means you are 100% responsible for how you respond to every situation, circumstance, and event. When difficult team problems occur, you either act as an ally or an adversary. When you choose to be an ally, you demonstrate positive, accountable behavior. When you are an adversary, you behave as either a victim or a victimizer. This book and model will guide you through creating a team of productive, supportive, Right-Minded teammate allies.

7 Mindfulness Training Lessons: Improve Teammates' Ability to Work as One with Right-Minded Thinking



If you want your team working together as one, you want them thinking as one, too. These 7 Mindfulness Training Lessons will help you achieve a positive team mindset by guiding teammates to raise their awareness of thoughts, choices, and behaviors. Teammates may also use these lessons to create the team's Right-Minded thought system. The 7 Lessons can be summed up in one sentence, emphasizing three words: Right-Minded Teammates **accept**, **forgive**, and **adjust** their thinking and work behavior. When teammates follow these lessons, they **do no harm** while **working together as one**.

Right-Minded Teamwork: 9 Right Choices for Building a Team That Works as One



This quick read is an excellent Right-Minded Teamwork primer and a terrific way to introduce RMT to teammates. These nine teamwork choices are universal, self-evident, and self-validating. You want them in your team. In this book, each of the 9 Right Choices is defined, and exercises are provided for applying each choice.

Design a Right-Minded, Team-Building Workshop: 12 Steps to Create a Team That Works as One



This book includes complete instruction on how to design a practical, real-world, team-building workshop that teammates actually want to attend. Unlike many team activities labeled "team building" that are really more "team bonding," true team-building workshops are intentionally designed to solve a team's real-world problems. Written primarily for team facilitators, team leaders and teammates may also follow these 12 steps to design an effective, transformative team workshop.

Achieve Your Organization's Strategic Plan: Create a Right-Minded Team Management System to Ensure All Teams Work as One



When a single team within an organization works together as one, they are effective and productive. When an enterprise works with the same level of synergy, it is exponentially more powerful. A Team Management System like the Right-Minded Teamwork TMS model taught in this book lays the groundwork for your organization to get every team on the same page. By following RMT's four-part rollout plan, you can create and deploy your own Team Management System, align teammate attitudes, and work behavior with company values, and bring your entire organization together to work as one and achieve your strategic plan.