

# **MODULE 4**

## **Appendix**



## HANDOUT 4-1a: TEAM MEETING

### Team Member – Terri

You are part of a team which is charged with developing a plan for the recruitment, retention, and rewarding of qualified staff. This is the third team meeting.

You have become increasingly impatient with the team and especially the facilitator. You think way too much time is spent discussing topics that you don't feel are relevant to the team's goal. You think the facilitator spends too much time asking people for their "input" and then allows the discussion to get off-track. You could certainly do a better job than that! In fact, you've decided you're going to start controlling this meeting so at least something will get done!

Be authentic in your role, but don't "overplay" it.

## HANDOUT 4-1b: TEAM MEETING

### Team Member – Lee

You are part of a team which is charged with developing a plan for the recruitment, retention, and rewarding of qualified staff. This is the third team meeting.

You have some pretty definite ideas on how to go about recruiting, retaining, and rewarding staff. In fact, in your last position, you put together a plan that worked!

You're beginning to feel particularly frustrated with Alex (a member of this team) because he/she keeps coming up with these crazy ideas you know won't work. You've decided that it's time to let Alex know exactly how unrealistic his/her ideas are. You're not going to "mince" words with him/her, either!

Be authentic in your role, but don't "overplay" it.

## HANDOUT 4-1c: TEAM MEETING

### Team Member – Alex

You are part of a team which is charged with developing a plan for the recruitment, retention, and rewarding of qualified staff. This is the third team meeting.

You feel that the team needs to be more creative in their approach to recruiting, retaining, and rewarding staff. They keep coming up with the same old ideas, especially Lee. Just because he/she developed a plan before doesn't mean the team shouldn't consider another approach. You feel it's time to try something new! You're determined in this meeting not to let Lee have his/her way.

Be authentic in your role, but don't "overplay" it.

## HANDOUT 4-1d: TEAM MEETING

### Team Member – Jo

You are part of a team which is charged with developing a plan for the recruitment, retention, and rewarding of qualified staff. This is the third team meeting.

You are pleased with the progress the team is making. It's true the last two meetings were spent getting ideas out on the table, but it's important that everyone have a chance to give his/her input. You don't understand why Terri is so impatient, especially with the facilitator, Taylor. You think he/she's doing a great job helping the team. You're tired of Terri trying to take over and control the meetings. You've decided to let Terri know how you feel and that you think Taylor is a great facilitator.

## HANDOUT 4-1e: TEAM MEETING

### Team Member – Taylor

You are facilitating a team charged with developing a plan for the recruitment, retention, and rewarding of qualified staff. This is the team's third meeting.

Begin the meeting by reminding team members of the team's goal. State that in the last meetings, some ideas on ways to recruit, retain, and reward staff were discussed. The objective for this meeting is to continue this discussion and then agree on the top ideas that will be incorporated into a plan. Begin the discussion by asking the team members what additional ideas they have.

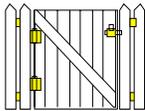
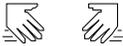
Continue to facilitate the discussion so that the meeting objective is achieved.

## HANDOUT 4-2: TASK AND RELATIONSHIP ROLES AND BEHAVIORS

Part 1 Instructions: You will be observing the “team” as it completes an assignment. As an observer, you are to watch for examples of team members assuming one or more of the roles described below. In Part 2 of this handout, there is a matrix that you will use to record your observations. First, read the following information on task and relationship roles and their related behaviors.



**Agreement Seeker:** Attempts to reconcile disagreements; reduces tension; gets people to explore differences



**Gatekeeper:** Helps to keep communication channels open; facilitates the participation of others; suggests procedures that permit sharing remarks



**Consensus Taker:** Asks to see whether the team is nearing a decision; “sends up trial balloons” to test possible solutions



**Advocate:** Is friendly, warm, and responsive to others; indicates by facial expressions or remarks the acceptance of others' contributions



**Compromiser:** Offers compromises when his or her own ideas are involved in conflicts; modifies those ideas in the interest of team cohesiveness or growth



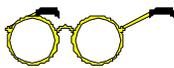
**Initiator:** Proposes tasks, goals, or actions; defines team problems; suggests procedures



**Information Seeker:** Asks for factual clarification; requests facts pertinent to the discussion

Data Knowledge  
Facts  
Findings News

**Information Giver:** Offers facts; gives expression of feelings; gives opinions



**Definer:** Interprets ideas or suggestions; defines terms; clarifies issues before the team; clears up confusion

$$\frac{X + Y}{Z} =$$

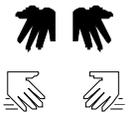
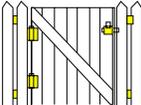
**Reviewer:** Pulls together related ideas; restates suggestions; offers decisions or conclusions for the team to consider



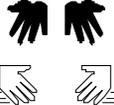
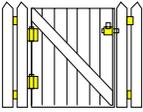
**Supporter:** Goes along with the movement of the team; passively accepts the ideas of others; serves as an audience in team discussion and decision-making

## HANDOUT 4-2: TASK AND RELATIONSHIP ROLES AND BEHAVIORS, CONTINUED

Part 2 Instructions: Use the matrix on the next four pages to record your observations. Write the names of the team members across the top. Enter checkmarks or comments in the appropriate boxes when you see one of the roles and related behaviors demonstrated. Please write down comments/examples whenever possible (i.e., what person said or did). At the conclusion of the exercise, you will use this sheet to provide feedback to the team.

 <b>Agreement Seeker</b>						
 <b>Gatekeeper</b>						
 <b>Consensus Taker</b>						
 <b>Advocate</b>						
 <b>Compromiser</b>						

**HANDOUT 4-2:  
TASK AND RELATIONSHIP ROLES AND BEHAVIORS,  
CONTINUED**

 <b>Agreement Seeker</b>						
 <b>Gatekeeper</b>						
 <b>Consensus Taker</b>						
 <b>Advocate</b>						
 <b>Compromiser</b>						

**HANDOUT 4-2:  
TASK AND RELATIONSHIP ROLES AND BEHAVIORS,  
CONTINUED**

 <b>Initiator</b>						
 <b>Information Seeker</b>						
Data Knowledge Facts Findings News <b>Information Giver</b>						
 <b>Definer</b>						
$\frac{X + Y}{Z} =$ <b>Reviewer</b>						
 <b>Supporter</b>						

**HANDOUT 4-2:  
TASK AND RELATIONSHIP ROLES AND BEHAVIORS,  
CONTINUED**

 <b>Initiator</b>						
 <b>Information Seeker</b>						
Data Knowledge Facts Findings News <b>Information Giver</b>						
 <b>Definer</b>						
$\frac{X + Y}{Z} =$ <b>Reviewer</b>						
 <b>Supporter</b>						