

## Roles & Accountabilities Session II

### Vision:

By the end of Session II, the Team will have a conceptually model from which we coach (eg. responsibility, authenticity, trust, contribution, and commitment) and the team will have clarity on each member's key areas of "contribution and commitments".

### Introduction: (10 – 15 min)

- Greeting & Thank you for the time we spent in one-on-ones
- Brief Review of Session I
  - What We Hold Sacred – Ground Rules & Core Values
    - Encourage team to continue to refine.
    - Emphasis on "sacred" in relationship to "whatever it takes".
  - Review Characteristics
    - Responsibility – I "own" my results and I "own" the Team's results.
    - Authenticity – Open, honest, revealing, committed to "candor"..
    - Trust – Agreements are kept, no hidden agendas
    - Contribution – 100% participation, bringing "what's wanted and needed" and what today's session is about.
    - Commitment – Review levels stressing an intention to be "characterized" as committed "whatever it takes" over and above those area we declare as "sacred" recognizing that no one operates at this level all of the time.
  - Address any consistent feedback from Session I and open for questions/comments.

### Roles & Responsibilities: (15-30 min)

- Today is about "contribution". In this session everyone will have an opportunity to briefly give "their take" on their roles and accountabilities and the entire team will have an opportunity to provide feedback.
- This is "as of today" and like anything, it could change.
- This is a macro level and intentionally brief. Key things to give consideration toward are areas you feel it's important to the Team to recognize and potential "grey areas".
- The wording is intentionally "own" as we want to insure that while we may need input from others, it's our responsibility to "carry the ball".

- Don't get too hung up over "own" or comparing yours to others. It's completely natural to have some people with a lot versus others with a little.
- The process:
  - Each member will have one flip chart page.
  - At the top, everyone is to give a brief description of "What I see as my role and accountabilities."
  - Down left hand side, list "Decisions I own and I can make unilaterally"
  - Down right hand side, list "Decisions I own and I need input"
- This is a starting point and not the end all be all.

#### Gallery Walk: (15-30 min)

- Once members or a significant number have completed their flip charts, set-up the "Gallery Walk".
- All members review each other's flip charts and provide feedback in the following format:
  - (-) I don't agree, clearly initial
  - (+) I agree and I have something to add, clearly initial
  - (check mark) I agree, clearly initial
  - (?) I have a question, clearly initial

#### Debrief: (10-15 min per person)

- Starting with team leader, members stand in front of their charts and verbalize what they have written down.
- Where (-), (+), or (?), the individual request feedback from the one initially.
- Seek to gain a clear understand and consensus.
- Where needed, the team leader makes the final call on questions or adjustments.

#### Close: (5-10 min)

- Each member is to take their chart and type up for distribution to the team.
- This is a starting point and intended to be a living document. As adjustments are made, the intention would be that the entire team is made aware and has an opportunity to provide feedback recognizing that the leader has final authority.
- Emphasize the importance of our feeling "our contribution is valued" and that this session should support this for all members.
- Briefly comment on the next step being Vision, Goals, and Declarations.

#### Notes:

- In some groups, there will be multiple reporting structures within the room. In these situations, it is recommended that the order follow the org chart and

members give primary feedback toward their immediate team members and team leader.

- It's typically to have the majority of the items on the right hand side. This indicates the key interdependencies within the team.