



2h 00m

PLENUM AND  
SMALL GROUPS

## DESCRIPTION

This exercise will help you to better understand the roles and responsibilities that exist in your organization and how they can be changed so that things function more smoothly. What kind of roles exist in your organization or team? How could responsibilities be reshaped? Or how can existing roles better interact?

Remember that this is as much a listening as a sharing exercise. It may take a long time, but the benefits are tangible as people have an opportunity to tell the team exactly what their responsibilities are, and what may be preventing them from doing a truly awesome job.



## PREPARATION

None



## MATERIALS

- Flip Chart
- Markers
- Colorful Dots
- Small Sheets of Scrap Paper
- Bowl



## TOOLS

- **Worksheets:**
  - Roles and Responsibilities (09)
  - Interaction Map (08)



GROUNDWORK

ROLES AND  
RESPONSIBILITIES

- STEP 1 INDIVIDUALLY:** Take two copies of **Roles and Responsibilities (09)** ■■■  
Write down your answers on one of the copies. [10 MIN]
- STEP 2 IN PLENUM:** On small sheets of scrap paper, team members write their names and then put them into a collective bowl. After this, they randomly draw names from the bowl. Make sure that no one picks their own name. [10 MIN]
- STEP 3 INDIVIDUALLY:** Fill out the second copy of **Roles and Responsibilities** as it applies to the person whose name you picked. [10 MIN]
- STEP 4 IN PLENUM:** Share and compare answers. Discuss differences in how you perceived your own role and how your role is perceived by others. This helps you to have more empathy for your team members. [20 MIN]
- STEP 5 IN SMALL GROUPS:** Use the **Interaction Map (08)** ■■■  
Based on your results, annotate each role with their most important deliverables, objectives, or skills. Now connect the roles with arrows representing the interactions between roles and the support they need. Label all arrows. The arrow should start from the role producing something and point to the role(s) who relies on it. [25 MIN]  
\*Note: If you are working in a small team you can stay in plenum for this step as well.
- STEP 6 IN PLENUM:** Share your interaction maps and combine them into one interaction map. See if you need to add arrows where roles interact. Then have team members come up and place dots by the three most challenging interactions they're most interested in improving. You can then make thicker arrows for the most important interactions. In addition to this, look for gaps in capabilities and areas where only one person is able to take responsibility. [20 MIN]
- STEP 7 IN PLENUM:** Look at the thickest interaction lines and the highest concentrations of dots and brainstorm ways how you can work on these interactions. If you have gaps in capabilities, brainstorm also ways to fill in those gaps. Break your top three ideas into bite-sized tasks, and agree on owners and due dates for each. [25 MIN]

Further Reading: <https://www.atlassian.com/team-playbook/plays/roles-and-responsibilities>