Skills for Community-Centered Libraries: Curriculum for Public Library Staff

Team Roles

WebJunction Webinar Series, 2021

Part 2: Team Roles
Facilitator Guide

Personal Strengths and Team Roles

Total Time: 20 minutes

Purpose:

● Participants will identify personal strengths that will connect them to different team roles using the Belbin model, a method of identifying the roles people tend to play on teams. They'll recognize and learn about the ways they're comfortable contributing to a team, the ways they may stretch, and the ways they're not comfortable participating. By understanding their strengths and preferences, participants gain an awareness of how they can help their neighborhood library team serve their communities through different programs, events, and issues as they evolve.

NOTE: The Belbin model is widely used to analyze team effectiveness. However, it has its fair share of criticisms. Some reasons for using the Belbin model—it provides a framework/ departure point for discussion; it helps to get people thinking of the different roles they assume within their job responsibilities; and this resource is concise and free to use for purposes of copyright.

Materials:

● PowerPoint Slides loaded on computer/projected on screen
● Participant Guides
● Flipchart/markers
● Stopwatch

Slides to use	*Facilitator instructions/script*
Slide 10	**Individual Activity: Personal Strengths (5 minutes)**

Slide 11	**SAY:** ● **This activity begins a process of reflection that will help you uncover the qualities you possess that will help you build connections with your library community.** ● **Part of this exercise will be reflecting on strengths that you naturally bring to community engagement.** ● **In addition, you will gain a clearer understanding of your role on a team, roles you might stretch into, and roles that don't presently work for you.** ● **Reflecting on how to build connections with your community is time consuming and can be thought about in many different ways, especially given the different job roles each of you play within this library network.** ● **Today, we're going to focus on how you can use your personal strengths to participate within a team that's striving towards a common goal: creating community-centered libraries.** ● **Let's get started. Open to the 1st page of your participant guide.** ● **You'll see a list of qualities and some blank lines.** ● **Take 2 minutes and circle or write 5 key qualities that describe your personal and**

professional strengths. We're limiting responses to five for the sake of time; we know you have many more strengths! When you are finished discuss the strengths you selected with your partner.

- **Go ahead and circle your five qualities.**

Time group for 5 minutes; call time

DEBRIEF, SAY:

- **By a show of hands, how many people selected <u>different</u> strengths than their partner's?**
- **What were those strengths?**

Write the words on the flipchart at front of room.

- **I'm writing these qualities down to generate a list that highlights the variety of strengths that are represented in our library's network. This is a reminder that our unique strengths contribute to the overall diversity in the room and the organization.**

- **By a show of hands, how many people had some small realizations about strengths you bring to work that maybe you never talked about before?**

- **How many people feel more connected to the people they shared with?**

- **What are the benefits of sharing your strengths?**

	● As we look ahead to some topics covered in this workshop and upcoming workshops, which include engaging with community assets, active listening, communicating with diverse patrons, facilitating community discussions, you may consider how your unique strengths may create ease with certain skills. ● For example, you may discover that the strengths you possess may lead you to successfully manage facilitating large discussions with your community. ● The self-reflection and innate strengths that we discuss today are the building blocks for your strong connections with your community. Field responses but keep an eye on the time. ● Great, thank you for sharing everyone. ● Let's take these strengths and look at them in relation to a team model framework.
Slide 12	**Presentation (5 minutes)** **SAY:** ● The definition of "team roles" on the slide also appears in your Participant Guide. The term refers to the roles we feel strongest performing and the way we contribute to a team. ● There are many models to help explain how teams operate. The one that inspires today's

	conversation is called the Belbin Model.
	● **First, let me clarify that these are loose descriptions of the actual roles defined in the model.**
	● **In fact, this model is being presented as a way to start a conversation about teams and how you view your role on one.**
	● **It's a framework to have a self-reflective discussion and think about how your neighborhood library may or may not have different types of team members on staff.**
	● **If at any time you think there is a role or list of attributes that needs to be added to this model to make it useful for you and your library, please share that with us and I'll add it to the flipchart up here about the qualities of a good library team. We can certainly come up with a different model based on our conversations today, but like I said, we're using this as our jumping-off point.**
	Click to next slide
Slide 13	**SAY:**
	● **Dr. Meredith Belbin is a researcher from England who studies team management.**
	● **Through his research, he came up with nine different roles that people may take on any given team <u>in addition to the regular roles and responsibilities a person is hired to perform.</u>**

Slide 14	● **The idea is that a team is not strictly the positions that an HR department hires for. A team also includes individual characteristics and abilities that people naturally bring to any situation.** ● **Using these roles can help us understand how we tend to behave, contribute, and interrelate to a team over time. This is team dynamics— how teams operate.** ● **What are they?** Click to next slide
Slide 15	**SAY:** ● **When you turn the 2nd page in your guide, you'll see the roles identified by Belbin:** ● **Idea Maker (creative: comes up with unconventional solutions to problems)** ● **Resource Investigator (explores opportunities and contacts)** ● **Coordinator (clarifies goals: promotes decision making)** ● **Team Worker (provides support and encourages cooperation)** ● **Driver (moves team forward)** ● **Monitor/Evaluator (objective thinker: sees all options and carefully evaluates)** ● **Implementer (turns ideas into action)** ● **Completer (attention to detail)** ● **Specialist (technical knowledge and skills)**

SAY:
- **When we discuss roles today we are not asking you to do anything outside of your job description or title.**

- **Our belief is that EVERYONE can be involved in community engagement in their own way. We want you to share your ideas and creativity and feel valued and empowered for your input.**

- **These job roles relate to the your own personal style of working WITHIN your roles**

- **Does anyone have questions about these roles?**

Address any questions; might need to emphasize that these roles are a way to talk about what strengths and preferences you bring to a team so that everyone is doing a part of the work that is engaging and meaningful to them, when such a situation is possible of course. They are a personal style/preference that people bring with them whenever they engage in team work.

- **Do you think that there may be roles specific to the public library that are not mentioned? What are they?**

- **We acknowledge that some of you may be doing every one of these role, for the purpose of this exercise we want you to focus on the role that comes natural to you, the one you enjoy most and feel strongest performing.**

Take notes on flipchart paper of other roles that people identify.

Small Group Discussion (5 minutes)

SAY:

- **Now place your Trading Cards face-down in the middle of the table and shuffle them. One person draw a card.**

Wait for each table to have one person draw a card.

- **The person on the card will be the discussion leader.**

- **Discussion leaders, you have 5 minutes to help your group answer the questions on the 3ʳᵈ page of your guide, which are:**

    1. When you participate on a team outside of work, whether it is in a community organization, a faith-based organization, your child's school, or your groups of family and friends, what two roles apply to you? How do you demonstrate these roles? What about these roles appeals to you?

    2. Is there a team role on the list that you can imagine yourself stretching into over time? What steps would you need to take to perform this role? Is there a mentor you could reach out to that could guide you towards this role?

Set timer for 5 minutes; give 1-minute warning.

- **Refer to the list of team roles on the 2ⁿᵈ page of your guide as you explore these questions.**

- **Go ahead and begin.**

- **Thank you for your thoughtful responses to these questions. I hope looking at these teams roles provides you with more clarity on what you bring to a team.**

TRANSITION, SAY:
- **Now is where we start to connect our strengths to our team roles. The purpose is to build connections within our communities and consider strengths and talents that may have been hidden.**

Small Group Discussion (5 minutes)

SAY:
- **Turn to the 4th page in your guide to the activity called Connection: Personal Strengths and Team Roles.**

- **Taking time to analyze your strengths allows you to gain a better understanding of the roles that you take on in a group or team. Examining these strengths may also lead you to consider new roles that you have not tried before that are better suited to your strengths. By understanding your strengths and preferences on a team, you will gain an awareness of how you can best serve your neighborhood library community. Ultimately, you can leverage your**

	strengths on a team to create programs and solve issues to best meet the needs of your community.
	● **At your table, with one or two partners, answer the questions on the 4th page about connections between your strengths and team roles. You have 5 minutes.**
	Set timer for 5 minutes; provide 1-minute warning, call time.
	Below are the questions for facilitator reference. There's no need to read them aloud.
	Debrief discussion:
	1. How do your identified roles connect to your strengths? Or maybe they don't? Explain.
	2. If your strengths don't seem to connect to your identified roles, why might that be? Is it possible your strengths could lead you to consider a different role for yourself? Discuss.
	3. Think about the people you work with daily. What might their roles be? How many different roles do you think exist on your library team?
	TRANSITION, SAY:
	● **Let's get back together and debrief on your conversations.**
	Debrief (5 minutes)
	The following facilitator-led discussion is to help participants strategize how they can function better

individually on teams and communicate with their library team about team roles.

ASK:
- **What did you discover in your discussions?**

- *It's likely that many will have found that they've not thought of themselves within such a framework and that there's little discussion in their library branch about team roles and how to leverage people's strengths.*
- *Field responses from participants.*
- *Ask questions such as,*
    - *Can you think of a way to start a discussion about team roles and individual preferences at your library?*
    - *How might your neighborhood library team be able to use the ideas of team roles as you implement new ideas and programming for your community?*

On the flipchart, note good 'to do' items that people can take and use at work.

TRANSITION, SAY:
- **Let's take an inventory of what team roles are at your table and why this matters.**

Click to next slide

Who's on Your Team?

Total Time: 15 minutes	
Purpose: ● Participants will take an inventory of what team roles are at their tables. They'll become aware that community engagement work requires reaching out to different partners—from within and outside of their library—in order to achieve stated organizational goals and have as diverse and complete of a team as possible in terms of strengths and skills. **Materials:** ● PowerPoint slides loaded on computer/projected on screen ● Flipchart at front of room with ideas and comments from previous activities ● Participant Guides ● Flipchart/markers for each table ● Pens	

Slides to use	*Facilitator instructions/script*
Slide 16	**Small-Group Work/Discussion (10 minutes)** **SAY:** • **First, put your Trading Cards face-down in the middle of the table and shuffle them. One person draw a card.** • **That person will be the new discussion leader.** Wait for people to do this.

- **Great, now turn to the 5th page in your guide.**

- **You'll see a table and some discussion questions on the next page.**

- **Before we do this exercise, I want you to think of an activity that all libraries across your network engage in, such as summer reading.**

- **As a group, let's select an activity and write it at the top of the 5th page where it says Program Activity.**

Field responses from group and select one activity.

- **Now that the activity is selected you need to discover which preferred team roles are at your table. The purpose of this exercise is to mimic a discussion you could have when you're assembling a team for a project.**

- **The idea is that, when it's possible, allowing people to participate in self-preferred ways and by using their personal strengths, you're going to get their best.**

- **Realistically, we know that at some point in your career, you'll be taking on roles that you don't prefer, but if you had your choice, and you could share that with your coworkers, what would you share with them.**

- **After you complete the table with your group, begin the discussion exercise on the 6th page of your guide.**

	• **Participants who are familiar with community engagement should discuss ways to implement these tools and strategies at their libraries. We believe that community engagement expertise is spread across all job classes and all participants should feel empowered to explore all of the questions .** **Discuss:** 1. Are all nine team roles covered? What roles are missing? 2. How might you share this tool with your library team? When would you introduce the topic? 3. How could your library share and utilize team roles as you implement new ideas and programming for your community? 4. Identify Friends Group members, library patrons, civic groups, or local nonprofits that could potentially fill a missing role or expand your abilities in a certain role (ex. Resource Investigator, Specialist). 5. Plan specific ways to begin to engage with these people and organizations on an upcoming project idea or to strengthen a current program. • **You have 10 minutes to find out what team roles are at your table and answer the discussion questions. Discussion leaders get your team started.** Set online timer for 10 minutes; provide 1-minute warning.
	Debrief, Whole-Group Discussion (5 minutes) **ASK:**

- **By a show of hands, how many people volunteered to try out a new role?**

- **How can this tool be useful at your library? How do you envision utilizing team roles with your staff, seasonal employees, friends groups, and other community partnerships?**

SAY:
- **When you look at your inventory, you'll likely notice there are key team roles missing—this is a reality. While libraries staff particular positions, team roles and preferences aren't typically considered.**

- **This is why it's essential to identify team role preferences and strengths, so you can then plan how to fill those roles—the gap.**

- **For example, if your team does not have "a completer," it will be necessary for someone *to stretch* into the role. Having team members willing to stretch into new roles is essential to successful planning.**

- **The purpose here is knowledge. You need to know what your team likes to do and is willing to do and then put your heads together to find ways to fill those other roles.**

ASK:
- **What are other ways you may be able to fill any role gaps in your library?**

Field responses from participants; write down key ideas or past success examples from participants on flipchart.

- **Ideally, you'll be able to reach out to your coworkers across the organization to help fill those missing roles. Or you'll have community relationships with individuals who can.**

- **And of course, there's the reality that some of you may be asked or required by your own leadership to take on a role that you're not comfortable with.**

- **In that case, it's to your benefit to reach out to your teammates—both inside your library and in your community—to seek guidance on this new role and do your best to fill it.**

- **In the next workshop we will go into depth about engaging individuals, businesses, and organizations as assets in your community. These assets could potential fill vital roles on your library team.**

ASK:

- **Is anyone in the room already reaching out for team help within the library network?**
- **How about within the neighborhood surrounding your library?**

- **Let's turn to the last page in your guide. You'll see a Library Team Roles planning template. This worksheet can be used with your library team to clarify roles, create action plans for library programming, and strategize which community partners might fill roles on your team.**

- **The next question is: how do you find out what people outside of your library staff team want to do?**

- **How can you make sure that you're connecting with individuals who will serve a role different from one you already have covered?**

- **Does anyone have any ideas?**

Allow participants who have approached their work in this way to share their wisdom/knowledge. But keep track of time!

- **Thank you so much for sharing.**

Part 2: Team Roles
Participant Guide

Personal Strengths

What do you bring to your community engagement efforts?

Directions: Circle five qualities that are your personal strengths. If you want to write your own qualities, there are blank lines to do so.

Persistent	Serious	Practical
Loyal	Independent	Focused
Creative	Trusting	Courteous
Objective	Resilient	Open-Minded
Flexible	Cheerful	Positive
Nurturing	Self-Directed	Responsible
Thoughtful	Reliable	Cooperative
Talkative	Relaxed	Frugal
Attentive	Decisive	Tolerant
Helpful	Enthusiastic	Innovative
Confident	Forgiving	Balanced
Optimistic	Sensitive	Honest
Determined	Organized	Generous
Motivated	Patient	Dreamer
Insightful	Realistic	Modest
Humorous	_____	_____
_____	_____	_____

Team Roles (based on the Belbin Model[1])
Teamwork for community engagement

Dr. Meredith Belbin is a researcher who studies how to manage teams effectively. His work provides tools to help organizations uncover individual preferences when working on a team. These preferences match with an individual's personally identified strengths that go beyond their actual job tasks and responsibilities. The fundamental idea is that individuals bring unique talents and strengths to a team. These individual strengths are strategically combined with others' unique talents and strengths and leveraged to form stronger teams.

Belbin's Team Roles:

- **Idea Maker** (creative: comes up with unconventional solutions to problems)

- **Resource Investigator** (explores opportunities and contacts)

- **Coordinator** (clarifies goals: promotes decision making)

- **Team Worker** (provides support and encourages cooperation)

- **Driver** (moves team forward)

- **Monitor/Evaluator** (objective thinker: sees all options and carefully evaluates)

- **Implementer** (turns ideas into action)

- **Completer** (attention to detail)

- **Specialist** (technical knowledge and skills)

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[1] Retrieved on May 29, 2018 from: https://knowhownonprofit.org/your-team/people-management-skills/teams/effectiveteam/roles
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Some of you may be doing every one of Belbin's Team Roles as you fulfill your job responsibilities; for the purpose of this exercise we want you to focus on the one or two roles that are most natural to you, the ones you enjoy most and feel strongest performing.

Discuss:

1. When you participate on a team outside of work, whether it is in a community organization, a faith-based organization, your child's school, or your groups of family and friends, what two roles apply to you? How do you demonstrate these roles? What about these roles appeals to you?

2. Is there a team role on the list that you can imagine yourself stretching into over time? What steps would you need to take to perform this role? Is there a mentor you could reach out to that could guide you towards this role?

Connection: Personal Strengths and Team Roles
Putting it together

Taking time to analyze your strengths allows you to gain a better understanding of the roles that you take on in a group or team. Examining these strengths may also lead you to consider new roles that you have not tried before that are better suited to your strengths. By understanding your strengths and preferences on a team, you will gain an awareness of how you can best serve your neighborhood library community. Ultimately, you can leverage your strengths on a team to create programs and solve issues to best meet the needs of your community.

Discuss:

1. How do your identified roles connect to your strengths? Or maybe they don't? Explain.

2. If your strengths don't seem to connect to your identified roles, why might that be? Is it possible your strengths could lead you to consider a different role for yourself?

3. Think about the people you work with daily. What might their roles be? How many different roles do you think exist on your library team?

Notes:

Who's on Your Team?

Teams for community engagement

Directions*: Take an inventory of who is at your table and what their preferred roles are. Fill in the chart below with the names of people at your table. Put their names next to their preferred team roles. Depending on the preferred roles of the people at your table, some roles may be left blank.*

Program Activity: _____

Team Roles	Team Members Name(s)
Idea Maker	
Resource Investigator	
Coordinator	
Team Worker	
Driver	
Monitor/Evaluator	
Implementer	
Completer	
Specialist	

Discuss:

1. Are all nine team roles covered? What roles are missing?

2. How might you share this tool with your library team? When would you introduce the topic?

3. How could your library share and utilize team roles as you implement new ideas and programming for your community?

4. Identify Friends Group members, library patrons, civic groups, or local nonprofits that could potentially fill a missing role or expand your abilities in a certain role (ex. Resource Investigator, Specialist)

5. Plan specific ways to begin to engage with these people and organizations on an upcoming project idea or to strengthen a current program.

Library Team Roles

Project Description:

_____

Desired Outcome(s):

_____

Team Roles	Name/Title	Action Items
Idea Maker		
Resource Investigator		
Coordinator		
Team Worker		
Driver		
Monitor/Evaluator		
Implementer		
Completer		
Specialist		

If one of our key roles is not filled, do we know someone at another library or within our community who can assist?

_____

_____

Part 2: Team Roles

PowerPoint slides

PERSONAL AND PROFESSIONAL STRENGTHS

- Building connections with our community can be thought of in many different ways, given our different job roles

- How can you use your personal strengths to participate within a team that's striving toward a common goal: Creating Community-Centered Libraries

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STRENGTHS ACTIVITY

- Choose five qualities from the list
- Discuss why you chose those qualities

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VOCABULARY

- **Team roles**—Roles we feel strongest performing that will help us contribute to our teams meaningfully and also clarify how we can interrelate.

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BELBIN MODEL OF TEAM ROLES

- Meredith Belbin, an English researcher who studies Team Management

- 9 different roles that people take on when working on a team

- The Belbin model is a framework to have a self-reflective discussion about:
    - Roles that are represented by your library staff
    - Roles that you could stretch into, and
    - Roles that you will need to reach outside of your team to fulfill

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BELBIN MODEL OF TEAM ROLES

- We all have unique qualities that we bring to any job and in the ways that we perform our job

- Understanding these personal qualities and sharing them with others will help us clarify how we can work together while leveraging strengths and preferences

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BELBIN'S ROLES

- **Idea Maker** (creative; comes up with unconventional solutions to problems)

- **Resource Investigator** (explores opportunities and contacts)

- **Coordinator** (clarifies goals, promotes decision making)

- **Team Worker** (provides support and encourages cooperation)

- **Driver** (moves team forward)

- **Monitor/Evaluator** (discerning judgment)

- **Implementer** (turns ideas into action)

- **Completer** (attention to detail)

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- **Specialist** (technical knowledge and skills)

WHO'S ON YOUR TEAM?

Team Roles	Team Member's Name(s)
Idea Maker	
Resource Investigator	
Coordinator	
Team Worker	
Driver	
Monitor/Evaluator	
Implementer	
Completer	
Specialist	

- What roles are missing?
- Is anyone at your table willing to try out a new role? If yes, why? If not, why not?
- What are some ways your table could find people to fill the missing roles?

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