

Activity: Role Canvas










Brief description	Participants define roles and responsibilities based on team roles.
Goals	<ul style="list-style-type: none">• Participants know the most important functional roles in virtual intercultural teams and the expectations associated with them• Participants are able to explain the competencies required to fulfil these roles
Time	Approx. 90 min.
Method	Culturally unspecific; distributive/instructive
Material	<ul style="list-style-type: none">• Worksheet Role Canvas• Worksheet Team Roles
Implementation	<p>Participants are divided into three groups, each focusing on an area of team roles (action orientation, relationship orientation, thinking orientation):</p> <ul style="list-style-type: none">• Group 1: Action Orientation – Completer, Driver, Executive• Group 2: Relationship orientation – Team player, Chairperson, Explorer• Group 3: Thinking orientation – Innovator, Analyst, Expert <p>Accordingly, each group develops a role canvas for three team roles, so that in the end there are a total of nine role canvases. The canvas should structure the central aspects of a role and provide a quick overview of its tasks, responsibilities and integration into the environment.</p> <p>The groups have 15 minutes per team role. Finally, the results are collated and presented in a plenary session.</p>
Notes	If necessary, a review of the online lesson and the role test can be conducted. If a concrete project task already exists, then this should be taken into account.
Source	Annika Schmidt



Task

Role Canvas

Discuss the roles, responsibilities, and obligations of the following team roles (Team Roles Worksheet) and record your findings in a Canvas template for each.

Project		Role Canvas		Role
 <p>Responsible for/ decides</p> <p><i>Which topics is the role responsible for? What can they decide independently?</i></p>	<p><i>Which topics/tasks are explicitly not within the scope of responsibility of the role?</i></p> <p> NO!</p>	 <p>Goals and mission</p> <p><i>Why is the role needed and what exactly are its goals?</i></p>	<p><i>Notes and issues that cannot be clarified at the moment</i></p> <p> Open issues</p>	 <p>Primary tasks</p> <p><i>What are the core responsibilities of this role? Note the level of detail!</i></p>
 <p>Supports</p> <p><i>Which other role needs this role's support? Whose support is this role in need of?</i></p>		<p style="text-align: right;">Transfer of </p> <p><i>Which information does this role pass on to whom? From which other role does this one need information?</i></p>		

Source: Annika Schmidt



Task

Team roles

Most corresponding	Type	Typical features	Positive qualities	Allowable weaknesses	Function in the team
Innovator	Plant	Individualistic, serious-minded, unorthodox	Creative, imaginative, unorthodox, knowledge. Solves difficult problems	Up in the clouds, inclined to disregard practical details or protocol. Too pre-occupied to communicate effectively.	Advances new ideas and strategies with special attention to major issues, and looks for possible breaks in approaching the problems with which the group is confronted.
Analyst	Monitor-Evaluator	Sober, unemotional, prudent	Accurate judgement, discretion, hard-headedness. Sees all options.	Lacks inspiration or the ability to motivate others. Tend to be loners.	Analyses problems; and evaluates ideas and suggestions so that the team is better placed to take balanced decisions.
Expert	Specialist	Focussed, Introverted, sober	Taking self-initiative and is dedicated. Brings expert knowledge and skills to the team	Can focus too much on technical factors, inclined to silo-thinking- not caring about topics outside of his/her tasks. Tend to be loners.	Provide expert knowledge where it is needed. Being part of a team does often come not natural to them, but they be engaging and helpful when it comes to their area of expertise.
Team Player	Team Worker	Socially orientated, rather mild, sensitive	An ability to respond to people and to situations, and to promote team-spirit. Good listener and diplomatic.	Indisiveness at moments of crisis.	Supports members in their strengths (e.g. building on suggestions); underpins members in their shortcomings; improves communications between members and fosters team-spirit generally
Chairperson	Co-ordinator	Calm, self-confident, controlled	A capacity for treating and welcoming all potential contributors on their merits and without prejudice. A strong sense of objectives.	No more than ordinary in terms of intellect or creative ability. Can be seen as manipulative	Clarifies goals, promotes decision making; recognises where the team's strengths and weaknesses lie, and ensures that the best use is made of each team member's potential.
Explorers	Resource Investigator	Extroverted, enthusiastic, curious, communicative	A capacity for contacting people and exploring anything new. An ability to respond to challenge.	Overly optimistic. Can quickly lose interest once the first fascination has passed.	Explores and reports on ideas, developments and resources outside the group, creates external contacts that may be useful to the team, and conducts any subsequent negotiations
Completer	Completer-Finisher	Painstaking, orderly, conscientious, anxious.	A capacity for follow-through, perfectionism. Delivers on time.	A tendency to worry about small things; a reluctance to "let go". Likes to be in control and finds it hard to delegate.	Ensures that the team is protected as far as possible from mistakes of both commission and omission; actively searches for aspects of work that need a more than usual degree of attention; maintains a sense of urgency within the team.
Driver	Shaper	Highly strung, outgoing, dynamic	Drive and readiness to challenge inertia as well as ineffectiveness, complacency or self-deception.	Proneness to provocation, irritation and impatience. Can offend people's feelings.	Shapes the way in which team effort is applied; directs attention generally to the setting of objectives and seeks to impose some shape or pattern on group discussion, and on the outcome or group activities.
Executive	Implementer	Conservative, dutiful, predictable	Organising ability, practical common-sense, hard-working, self-discipline, reliability	Lack of flexibility, unresponsiveness to unproven ideas or new possibilities	Turns concepts and plans into practical working procedures; and carries out agreed plans systematically and efficiently.

Source: Table developed by Thu Phong Vuong for the Glocal Campus course "Virtual Intercultural Teams – Online Modules (Edubox)", section 4.4: "Understanding team roles".

URL: <https://glocal-campus.org/mod/page/view.php?id=1524>