TEAM SITUATIONS & TEAM ROLES

Situation	Description	Purpose	Supporting roles	Disturbing role
Start Initiation	The objectives, goals and meaning of the meeting, project or organisation are explained.	Motivates team to the planned outcome	**Facilitator** Enforcer + Teambuilder	Analyser
Information acquisition / distribution	One or more people share information with others (dialogue is also possible).	Team acquires or shares information.	**Explorer** Enforcer + Analyser	Micromanager
Definition Focusing	Situation, challenge or problem is focused and described.	Objectives and focus are specified in the team.	**Analyser** Enforcer + Micromanager	Innovator
Clarification Classification Modelling	Information or objectives are categorised and analysed. Conclusions are made and tasks are defined.	Team analyses information and visualises the dependencies.	**Analyser** Doer + Enforcer	Explorer
Ideating Creating anew	Ideas and solutions are created with several creativity tools.	Team creates a lot of ideas without judging.	**Innovator** Facilitator + Explorer	Analyser
Filtering	The most potential ideas are filtered out and alternative options narrowed down.	Team narrows down and filters ideas.	**Analyser** Enforcer + Doer	Innovator
Agreeing responsibilities	The responsibilities for each task are discussed and negotiated, for example on the basis of available time and competencies.	Team takes responsibility for performing the tasks.	**Doer** Analyser + Micromanager	Teambuilder
Monitoring Follow-up	Progress or current status is evaluated on the basis of the feedback.	Team evaluates the current situation.	**Analyser** Doer + Enforcer	Micromanager
Grounding Attaching Hygge *	Objectives or concepts are concretised for the team.	Team also commits on an emotional level.	**Enforcer** Teambuilder + Explorer	Analyser
Conflict	Team is dysfunctional due to conflict between team members.	Team resolves the conflict.	**Teambuilder** Facilitator + Innovator	Analyser
Conclusion Closure	The meeting or situation is closed.	To conclude a task, meeting or session.	**Doer** Enforcer + Analyser	Micromanager