

Team Building: Facilitator Roles

In the *Team Building* process, there are two roles for the facilitator—the **Team Builder** (who provides support to the team and stays focused on group process), and the **Facilitator** (whose role it is to push and agitate the group into strategic action, to help the group to learn lessons about how change happens in institutions and communities, and to achieve clear results/victories). One staff person can fill both of these roles, or the staffing may allow for the two roles to be filled by two different people. Either way, the facilitator's role is to balance the support and the agitation of the group (so staff have to work closely together) as they prepare the group to move into the arena of organizing and creating change.

ROLE OF TEAM BUILDER:

- **Enforces the ground rules:** The Team Builder holds the group to its agreements and gently—but firmly—reminds members when they are violating the ground rules.
- **Facilitates:** The Team Builder's role is not to dominate or control but to take responsibility for keeping the group on track.
- **Builds consensus:** The Team Builder listens carefully to everybody's ideas so that she can take what comes up during go-rounds and discussions and organize it into a clear consensus with clear proposals for action.
- **Balances individual and group needs:** The Team Builder needs to balance individual and group needs with a focus on holding the group to its overall goal or purpose.
- **Maintains accountability:** The Team Builder holds the group to its agreements and ground rules. She also helps to hold members accountable to their individual assignments.
- **Models good team skills:** The Team Builder models what it means to be an effective team member. She follows the ground rules herself. She supports group members but also holds them accountable to their agreements and responsibilities.
- **Manages group dynamics:** The Team Builder is constantly aware of the dynamics of the group and works hard to make sure that everyone's voice is heard. This includes making sure that each member has a chance to speak, enforcing time limits, and making sure individual members don't take more than their share of the group time.
- **Strategizes about team building:** The Team Builder thinks about the participants and group dynamics between each session and strategizes about how to address problems or strengthen the group.

ROLE OF FACILITATOR:

- **Maintains external partnerships:** The Facilitator meets with the sponsoring organization, school administration, etc. to update them on the project and the team goals. Includes Team Builder and team members in meetings when possible.
- **Facilitates project planning:** Throughout the project planning process, the Facilitator's role is to structure the process and provide a framework within which parents can make the decisions. The Facilitator should develop a clear step-by-step planning approach and lead parents through it by asking good questions. In general, the Facilitator should focus on providing structure in this phase to keep it moving forward, while the parents should make all the decisions about the content of the plan. However, the Facilitator also needs to ensure that the process is successful, so she should step in to help with research or information when necessary.
- **Manages implementation:** During implementation, the Facilitator motivates and agitates the group to keep them moving forward. She also helps the group to problem-solve and troubleshoot as necessary.
- **Facilitates evaluation:** At each stage, the Facilitator works with parents to debrief, evaluate their progress and plan out the next steps.
- **Develops public leaders:** The Facilitator should consciously work to push parents to take on more challenging roles and form a broader vision. Provides support and help as needed.

BOTH STAFF WORK TOGETHER ON THE FOLLOWING:

- **Keeping group working toward goals:** The Team Builder and Facilitator both have responsibility for being far-sighted about the group's goals and keeping the group on track in relation to those larger goals.
- **Setting the agenda:** The Team Builder and Facilitator work together to plan out a specific agenda for each meeting. Through the *Team Building* process, the staff may be able to involve individual team leaders in helping with the agenda setting and in leading parts of the meetings.
- **Builds relationships with participants:** The Team Builder and Facilitator do regular one-on-ones with each of the workshop participants to check-in on how they feel about the process, deepen the relationship and find out about the strengths and potential limitations they will bring to the team project.