

Step 2: Establishing Norms and Roles





What is Helping Teams Establish Norms, Protocols, Roles and Responsibilities?

Team norms are a set of rules developed by group consensus designed to establish a safe, ordered, and productive context for their work. Team norms should be developed during the initial team meeting. Norms can be adapted if the team sees a need. Meeting protocols are agreed upon processes and tools that help keep meetings focused, on track and on time. Team members assume role responsibilities for specific tasks to support meeting outcomes.

Why is Helping Teams Establish Norms, Protocols, Roles and Responsibilities important?

- Developing agreed upon norms for group behavior makes collaboration and group meetings more effective by guiding team behavior
- Norms enable team members to hold each other accountable for any behavior that is negatively impacting the success of the team
- Clearly assigned roles and responsibilities help the team build internal capacity for planning and holding effective and focused meetings

How does a coach help the team develop the skills and competencies to function independently?

Initially, the coach models the creation of norms with the team and clarifies roles and responsibilities for team members. The coach refers to norms and roles throughout the early meetings as necessary, provides descriptive feedback regarding their use, and encourages the team to evaluate effectiveness of using norms and roles at the end of the meeting.

As team members take on the roles such as leader, facilitator, recorder and time keeper, capacity is built and the transfer of facilitation skills moves directly to the team.

Job Aids

Sample Norms and Sample Roles and Responsibilities

- This is a list of sample norms and responsibilities for new teams to review when developing their own norms, roles and responsibilities.



References and Resources

National School Reform Faculty, National Education Center

- Provides current definitions for national terms related to improvement processes
http://www.nsrffharmony.org/glossary.html#Norms_ground_rules

Adopting Guidelines for Team Member Relationships, About.com Guide:

Susan M. Heathfield

- This website provides guidelines for creating group norms.
<http://humanresources.about.com/od/teambuilding/qt/norms.htm>

Experiential Learning Games

- This website includes games for creating group norms.
<http://www.experiential-learning-games.com/groupnorms.html>



SAMPLE TEAM NORMS, ROLES AND RESPONSIBILITIES

SAMPLE NORMS

The following norms are a small sample of many possible meeting norms. Norms are most effective when generated and monitored by the team.

- Keep electronic distractions to a minimum
- One voice at a time
- Listen attentively
- Respect all opinions and ideas
- Begin and end on time

SAMPLE ROLES AND RESPONSIBILITIES

The following roles are important to effective meeting functioning:

- **The Leader** convenes the meeting
- **The Facilitator** keeps the discussion and decision-making process moving along
- **The Recorder** takes notes on paper, laptop or on flip charts, records action items and tracks the team's public memory
- **The Timekeeper** monitors the overall meeting time as well as times for specific agenda items