

Sample Charging Memorandum: Creating Team Structures

To: Action Learning Teams

From: The CFAR Team

Subject: Creating Team Structures

Thus far, we have discussed various strategies for working in your teams. Next, think about how to organize your team going forward. In this session, you will create team structures and strategies for both the Task 1 and Task 2* components of Action Learning. Use the instructions below to help you think about developing the team's structures and roles. Make sure to report your decisions on a flip chart.

Task 1: Doing the Work

Choose the Team's Leadership Model. Do you want a team leader(s)? Would it be helpful to have one team leader or a pair? What are the leader's primary responsibilities?

Identify key roles. It is helpful to create team roles to help you manage the work within your team and to help you manage stakeholders. You may want to select someone to play the following roles. (The same person may play different roles.)

- Team leader or project manager
- Liaison to your coaches
- Advisory group representative—will meet periodically with Chatham and Barry to discuss issues around Action Learning program
- Primary contact for your executive sponsor
- Other roles—for example, "team recorder" for keeping meeting notes, important documents, etc.

Identify Team Norms. Create norms that will help your team get the work done. For example, "we will meet on time," "we will hold each other accountable," or "we meet once a week," etc.

Task 2: Learning from the Work

An essential component of Action Learning is to reflect on your work. In the busyness and scramble to get work done we often fail to take the time to reflect on our work. Identify key learning strategies that will help the team learn from each other and from the work. How can your team support this learning?