**Negotiating Roles**

From Roger Harrison

This exercise is great for learning to give feedback to each other and to improve the long-term team culture. This exercise can be done regularly (e.g. 1x per year). If your team is experiencing increased or great tensions, we recommend only using this process with external, profesional, support.

It is important that someone with the appropriate skills is responsible for preparing and moderating the exercise. Only if the facilitator is experience, should they take part in the exercise themself as a team member. The exercise works for groups of about 3 to 12 participants. The larger the group, the longer the exercise.

Step 1

Everyone creates a poster/flipchart sheet like this:

-write your name on it

In order to be able to fulfill my tasks within the team well,

I wish for more:

I wish for less:

It is important that the following does not change:

Everyone hangs their poster/flip chart sheet around the room or lays in on a table.

Step 2

Everyone takes turns to write short, honest wishes on as many other posters as possible and write their own name behind them. If the statement is already mentioned, you can reinforce it by writing your name behind it. It is important to be clear without being offensive. Step 2 takes about 20 minutes, depending on the size of the group.

Step 3

One by one, each person goes to his/her poster (or hangs it in the middle) and reads the statements one by one.

Each person has the following options to comment on all the statements:

* I understand the statement/wish and accept it.
* I do not understand the statement, please explain briefly what you mean.
  + With this, the facilitator is important: if the issue cannot be clarified very quickly, please agree when they will meet for further clarification and whether they need support/facilitation in doing so.
* I do not accept the statement/wish.

This process absolutely must be done all together and carefully. It requires at least 3-8 minutes per person, possibly longer if there are many questions

Step 4  
Reflecting as a group  
- was the process useful?

- would we like to do this process again? if yes, when?

- what do we want to do differently?