

Checklist for project leaders: Scaffolding teamwork

| Function that needs support | Risks | Examples of what to do | Notes |
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| <p>1. Safe space and rapport Build a sense of safe space, where participants feel at ease with the context and establish rapport with the other participants.</p> | <p>Participants feel insecure, are reserved and hold back. Conversations remain on a superficial level due to lack of rapport and trust.</p> | <ul style="list-style-type: none"> - Take time to have each team member talk about their background - Arrange for a kick-off activity | |
| <p>2. Open up communication Intervene in order to open up communication so that participants can speak freely about personal experiences, concerns and ideas, even if these may concern sensitive matters.</p> | <p>People do not express their personal views, opinions and experiences; there are topics that are unspeakable even though they might be crucial to include in deliberations.</p> | <ul style="list-style-type: none"> - Set an example by being open with your own personal views, and invite team members to express their own concerns, reservations, personal assessments, etc. | |
| <p>3. Commitment Taking care to mobilize the participants' sense of hope about achieving meaningful outcomes and thereby personal commitment to engage in the team's work.</p> | <p>Sense of being personally unimportant and powerless to achieve significant results. Expectation that someone else will take responsibility for needed action.</p> | <ul style="list-style-type: none"> - Sense of being personally unimportant and powerless to achieve significant results. Expectation that someone else will take responsibility for needed action. | |
| <p>4. Mobilize individuals' resources Create favourable conditions for mobilizing individual participants' knowledge, skills, creativity and other resources, so that they become available for the team's work.</p> | <p>Suboptimal outcomes because available resources are not mobilized in the process. Failure to surface creative ideas.</p> | <ul style="list-style-type: none"> - Set aside sufficient time to take stock of each team member's experiences, knowledge and competences. - Ask the team members what they need in order to be able to contribute freely. | |

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| <p>5. Dialogue in diversity Surface and transform tensions and conflictual relationships among the participants, so that differences in perspectives and interests can be worked with productively.</p> | <p>Conversations are permeated by debating, lack of openness; thinking remains restricted to pre-existing perspectives.</p> | <ul style="list-style-type: none"> - Initiate a conversation about how the team can constructively deal with disagreements, frictions and differences of opinion and evaluations in general. | |
| <p>6. Management of energy levels Design the work process in order to support energy levels and concentration.</p> | <p>People get bored and become distracted and/or passive.</p> | <ul style="list-style-type: none"> - As a project leader, attend to what happens to team members levels of energy. - Take action to restore energy levels, more breaks, more variation in activity forms. | |
| <p>7. Creativity Create conditions that stimulate a high level of creativity in developing ideas.</p> | <p>Suboptimal outcomes because team members' creativity is not mobilized and creative ideas fail to surface.</p> | <ul style="list-style-type: none"> - Use standard brainstorming techniques at appropriate times. - Consider using non-verbal, symbolic means of representing ideas, such as drawing pictures, using metaphors, or other forms of creative arts. | |
| <p>8. Accountability Strengthen the participants' feeling of accountability for taking action and achieving desired outcomes.</p> | <p>No or too little action ensues, because no one feels accountable.</p> | <ul style="list-style-type: none"> - Articulate individual responsibilities clearly and review progress at regular intervals. - Explore the reasons why other stakeholders do not feel accountable for taking needed action. | |

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| <p>9. Structuring the work process Structure the work process clearly, so that the team focusses on one type of task at a time rather than talking about all kinds of things at the same time.</p> | <p>People mix thoughts, ideas and suggestions referring to different tasks and do not penetrate and reflect deeply on each task; tasks are not thoroughly worked through.</p> | <ul style="list-style-type: none"> - Clarify roles, including mandate and responsibilities regarding leadership. - Develop a structure for the team's work, drawing on methods such as SCA, SSM, TIP. | |
| <p>10. Learning Support participants to reflect on insights and learning at regular intervals, in order to strengthen long-term learning.</p> | <p>People do not notice their own learning, and therefore do not transfer their learning to new situations.</p> | <ul style="list-style-type: none"> - Set aside meeting time at appropriate intervals for reflecting on lessons learned. | |
| <p>11. Decongealing Support participants in stepping out of ingrained frames of mind in order to approach the issues in creative and open minded ways.</p> | <p>Discourse remains confined to pre-existing conceptions and points of view. Restricted range of new ideas.</p> | <ul style="list-style-type: none"> - Review thoroughly the properties of the narratives different team members and other stakeholders have regarding the issue. | |
| <p>12. Issue focus Formulate the issue/problem/ task in such a way that participants are clear about and agree on the focus of the work.</p> | <p>People talk simultaneously about very different issues and therefore get nowhere.</p> | <ul style="list-style-type: none"> - Explore stakeholders' concerns and reasons for concerns before choosing issue focus. - Make an inventory and deliberate on criteria for assessing priorities regarding issue focus. | |

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| <p>13. Self-clarification Clarify the concerns, needs, interests and preferences of the participants themselves and of the organizations they represent.</p> | <p>Weak commitment to process and outcome, because proposals and decisions are not anchored in true needs.</p> | <p>- Have team members reflect on and formulate their own concerns, needs and preferences.</p> | |
| <p>14. Complexity awareness Support an inquiry into the complex conditions, causal connections and potential consequences so that participants gain a more comprehensive understanding of the issue complex.</p> | <p>Low quality of proposals and decisions because significant aspects of the issue complex have not been considered.</p> | <p>- Assess the gap between the issues' level of complexity and the team members' awareness of and knowledge about the issues' complexity. If the gap is significant, spend time educating yourselves about the relevant complexities.</p> | |
| <p>15. Context awareness Support the emergence of a stronger whole system and context awareness.</p> | <p>Need to adapt to changing conditions is ignored; focus remains narrow and strategies only address parts of the system; time horizon is short.</p> | <p>- If team members tend to focus on a restricted aspect of the problematic, take care to emphasize the big picture.</p> | |
| <p>16. Stakeholder awareness Develop an awareness of the spectrum of relevant stakeholders and an understanding of their respective interests and perspectives.</p> | <p>Significant stakeholders' perspectives and knowledge are not considered in knowledge production and strategy development.</p> | <p>- Set aside one session to make an inventory of relevant stakeholders and describe their respective concerns, interests, narratives, restrictions, resources, etc.</p> | |

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| <p>17. Perspective awareness Support an increased awareness and understanding of the respective properties of different perspectives that may be used in making sense of the issue, so that participants can productively use several perspectives when deliberating causality and actions.</p> | <p>Participants remain embedded in monological perspectives; knowledge production does not draw on the richness of different perspectives; Conversations tend to develop into debates between fixed positions.</p> | <p>- Describe and compare properties of different interpretive perspectives.</p> | |
| <p>18. Common ground Develop a shared description of the issue complex and consensus on recommendations.</p> | <p>Communication breaks down because of disparate narratives of the situation. Action is impeded by unresolved conflicts about appropriate strategy.</p> | <p>- Review the extent of agreement and disagreement respectively regarding conclusions and discuss how to handle remaining disagreements constructively.</p> | |
| <p>19. Decision-making Support the decision-making process, so that the process leads to well-founded concrete decisions.</p> | <p>People talk a lot and generate ideas, but firm decisions are not made.</p> | <p>- Regulate early how decisions are to be made. - If significant decisions have to be made by the team, use decision-making support techniques to clarify alternatives, review criteria for making choices and come to decisions.</p> | |
| <p>20. Support implementation Organize the different steps in implementing decisions.</p> | <p>Agreed measures are not implemented, because accountability is unclear, or implementation is poorly organized.</p> | <p>- Use forms that specify what shall be done, who is responsible, when it shall be done, how it shall be followed up and any considerations that need to be noted in relation to each task.</p> | |