**Team Roles and Responsibilities Resource**

The table below is from Duffy, G. L., & Furterer, S. L. (2020). In *The ASQ Certified Quality Improvement Associate Handbook, Fourth Edition* (pp. 68-69)*.* ASQ Excellence.

| **Table 5.1** Team roles, responsibilities, and performance attributes |
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| **Role** | **Responsibility** | **Definition** | **Attributes of good role performance** |
| Sponsor | Backer; risk taker; sponsors the project | The person who supports a team’s plans, activities, and outcomes | * Believes in the concept/idea
* Has sound business acumen
* Is willing to take risks and responsibility for outcomes
* Has authority to approve needed resources
* Will be listened to by upper management
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| Champion | Advocate; removes barriers to change | The person promoting the concept or idea for change/improvement | * Is dedicated to seeing it implemented
* Holds absolute belief it is the right thing to do
* Has perseverance and stamina
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| Facilitator | Helper; trainer; advisor; coach | A person who:* Observes the team’s processes and team members’ interactions and suggests process changes to facilitate positive movement toward the team’s goals and objectives
* Intervenes if discussion develops into multiple conversations
* Intervenes to skillfully prevent an individual from dominating the discussion or to engage an overlooked individual in the discussion
* Assists the team leader in bringing discussions to a close
* May provide training in team building, conflict management, and so forth
 | * Is trained in facilitating skills
* Is respected by team members
* Is tactful
* Knows when and when not to intervene
* Deals with the team’s process, not content
* Respects the team leader and does not override his or her responsibility
* Respects confidential information shared by individuals or the team as a whole
* Will not accept facilitator role if expected to report to management any information that is proprietary to the team
* Will abide by the organization’s Code of Ethics and principles
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| Team leader | Change agent; chair; head | A person who:* Staffs the team or provides input for staffing requirements
* Strives to bring about change/improvement through the team’s outcomes
* Is entrusted by followers to lead them
* Has the authority for and directs the efforts of the team
* Participates as a team member
* Coaches team members in developing or enhancing necessary competencies
* Communicates with management about the team’s progress and needs
* Handles the logistics of team meetings
* Takes responsibility for team records
 | * Is committed to the team’s mission and objectives
* Has experience in planning, organizing, staffing, controlling, and directing teams
* Is capable of creating and maintaining communication channels that enable team members to do their work
* Is capable of gaining the respect of team members; serves as a role model
* Is firm, fair, and factual in dealing with a team of diverse individuals
* Facilitates discussion without dominating
* Actively listens
* Empowers team members to the extent possible within the organization’s culture
* Supports all team members equally
* Respects each team member’s individuality
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| Team members | Participants; subject matter experts | The persons selected to work together to bring about a change/improvement, achieving this in a created environment of mutual respect, sharing of expertise, cooperation, and support | * Are willing to commit to the purpose of the team
* Are able to express ideas, opinions, and suggestions in a nonthreatening manner
* Are capable of listening attentively to other team members
* Are receptive to new ideas and suggestions
* Are even-tempered and able to handle stress and cope with problems openly
* Are competent in one or more fields of expertise needed by the team
* Have favorable performance records
* Are willing to function as team members and forfeit “star” status
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