MODULE OVERVIEW

Ground rules for working together: Write a team charter

Adaptive module | ~20 min

Meetings that run over, messages on Sunday evening, disagreements that turn into lasting tension: no one is at fault; no one has agreed on how to work together. A team charter fills that gap, provided it is co-created from shared frustrations rather than imposed (Cialdini's principle of commitment and consistency), grants rights as well as duties, and avoids two pitfalls: a charter turned into a disciplinary tool and a charter that's just for show. That is the method this module sets out.

LEARNING OBJECTIVES

01 Explain how the team charter relates to workplace rules: it covers working and getting along well together and puts values into practice.

02 Co-create the charter with the whole team, from shared frustrations to action rules, using Cialdini's principle of commitment and consistency.

03 Set out explicit duties and rights, including the right to make mistakes, the right to say no, and how to handle disagreements.

04 Keep the charter alive: signing, regular reviews, AI support without letting it do the writing, and watching for the two pitfalls.

WHO IT'S FOR

Managers and teams who want to set clear ground rules together, with a place for everyone.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1 **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.

2 **Expert video**: 10 minutes, with 3 pauses for reflection.

3 **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.

4 **Dated commitment**: one action to try, written by the learner or picked from the suggestions.

5 **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- Principle of commitment and consistency – Robert Cialdini ("Influence")
- Team charter / charter for working together – a widely documented tool for managing teams
- Co-creation – Afthonios method

SOURCES & REFERENCES

- Robert Cialdini – "Influence: The Psychology of Persuasion": the principle of commitment and consistency (people keep a commitment more readily when they have worded it themselves)
- Renault-Nissan – "You have the right to…" sheet given to every new employee
- Lind, Kanfer & Earley (1990) – participation and the sense of fairness in decisions
- Salas et al. (2015) – conditions and practices for effective cooperation

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