

# THE FELLOWSHIP TEAM BUILDER

## Purpose

Identify complementary strengths to create teams greater than the sum of their parts.

## Instructions

Use this worksheet when forming new teams or optimizing existing ones to maximize diversity of capabilities.

### Part 1: Team Purpose and Mission

Before considering individuals, clarify the team's reason for existence:

#### Core Mission

What is this team's fundamental purpose?

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What specific outcomes must this team achieve?

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What would success look like in 6-12 months?

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#### Critical Capabilities

Based on this mission, what capabilities are essential?

Technical/domain expertise needed:

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Process/execution capabilities needed:

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Interpersonal/leadership capabilities needed:

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Thinking/problem-solving approaches needed:

## Part 2: Individual Capability Mapping

For current or potential team members, map their strengths and styles:

### Technical/Domain Strengths

Team Member	Primary Technical Strengths	Secondary Technical Strengths	Development Areas

### Thinking/Problem-Solving Styles

Team Member	Primary Thinking Approach	Secondary Approaches	Decision-Making Style
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#### Execution/Work Styles

Team Member	Work Pace/Rhythm	Organization Approach	Risk Orientation	Attention Style

#### Interpersonal/Team Roles

Team Member	Natural Team Role	Communication Style	Collaboration Preferences	Energy Impact

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### Part 3: Complementarity Analysis

Based on the individual mappings, analyze how the team fits together:

#### Capability Coverage Assessment

Technical/domain coverage: ☐ Well-covered ☐ Partially covered ☐ Significant gaps

Specific gaps in technical/domain expertise:

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Thinking/problem-solving diversity: ☐ Strong diversity ☐ Moderate diversity ☐ Limited diversity

Missing thinking/problem-solving approaches:

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Execution/work style balance: ☐ Well-balanced ☐ Somewhat balanced ☐ Imbalanced

Execution/work style gaps or redundancies:

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Interpersonal/team role coverage: ☐ Complete coverage ☐ Partial coverage ☐ Missing key roles

Missing interpersonal/team roles:

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#### Potential Friction Points

Where might different styles or approaches create tension?

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How might these tensions be productive if managed well?

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Where might these tensions create problems if not addressed?

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### **Synergy Opportunities**

Where do complementary capabilities create potential for amplified impact?

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What unique combinations of strengths could be leveraged?

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## **Part 4: Fellowship Design**

Based on the analysis, determine how to structure the team for maximum effectiveness:

### **Team Composition Decisions**

Existing team members to include:

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Additional capabilities needed:

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Potential sources for these capabilities:

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### **Role Optimization**

Suggested role adjustments to better leverage strengths:

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Responsibility allocation recommendations:

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Leadership/coordination approach:

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### **Fellowship Dynamics**

Communication structures to implement:

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Collaboration processes to establish:

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Decision-making frameworks to use:

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## **Part 5: Capability Development Plan**

Identify how to strengthen the team's overall capabilities:

### **Individual Growth Opportunities**

Key development areas for team members:

Team Member	Primary Development Focus	Support Needed	Timeline

### Team Capability Building

Collective capabilities to develop:

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Approaches for building these capabilities:

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Learning resources needed:

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### Part 6: Team Awareness Building

Plan how to create understanding of and appreciation for different strengths:

#### Strengths Visibility

How will team members learn about each other's strengths?

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Process for sharing and discussing different styles:

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**Complementarity Appreciation**

How will the team understand how different strengths work together?

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Activities to demonstrate complementary approaches:

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**Difference Utilization**

How will the team deliberately leverage different perspectives?

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Processes that incorporate diverse thinking styles:

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**Part 7: Implementation Timeline**

Create a phased approach to implementing the Fellowship model:

**Immediate Actions (Next 2 Weeks)**

1. 

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2. 

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3. 

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**Short-Term Implementation (1-2 Months)**



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2. \_\_\_\_\_
3. \_\_\_\_\_

#### Longer-Term Development (3-6 Months)

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2. \_\_\_\_\_
3. \_\_\_\_\_

### Additional Context:

The Fellowship principle draws inspiration from how diverse capabilities combine for greater impact. Remember:

- **Differences are strengths, not obstacles** - The Fellowship succeeded because of its diversity, not despite it
- **Complementary capabilities amplify impact** - Gimli's strength, Legolas's precision, and Aragorn's leadership were more powerful together than any one alone
- **Understanding precedes utilization** - Team members need to recognize each other's strengths before they can leverage them
- **Role flexibility beats rigid assignments** - Different challenges require different leadership and contribution patterns
- **Common purpose binds diverse individuals** - Shared mission creates unity despite different approaches and perspectives
- **Every capability has context-specific value** - Even Pippin's curiosity (which got them into trouble in Moria) ultimately helped destroy the ring

The most effective teams balance three elements: capability diversity, mutual understanding, and shared purpose. Without diversity, teams lack necessary perspectives. Without understanding, diversity creates conflict rather than complementarity. Without shared purpose, there's no reason to integrate different approaches toward common goals.

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