TEAM TOOLKIT

The Team Conversation Pack

10 ready-to-run, ten-minute discussions for the moments every team faces.

For work teams, sports teams and student groups.

Untitled Leader

By the Untitled Leader Editorial Team

START HERE

How to use this pack

Every discussion follows the same ten-minute shape, so your team learns the rhythm and you can run any of them with no preparation.

Time	What happens
2 min	Open the topic and get everyone thinking
5 min	The main conversation: share, compare, decide
3 min	Agree on one action and who will check on it

Facilitator tips

- **Read the opener as written** the first time. Adapt the words once you've seen how your team responds.
- **Go first when it's personal.** If you ask people to name a mistake, name yours first.
- **Keep it about behaviors, not people.** If a discussion turns toward one person, steer back: "Let's talk about what we all do."
- **End with one action.** One agreed change beats a long list nobody remembers.
- **Check back next time.** Start the next meeting by asking how the action went.
- **Know when to stop.** If a topic involves safety, harassment or something serious, end the discussion and involve your manager, coach or advisor.

Printing: each discussion is one page. Print a copy for the leader, or one per small group if you split up.

CONTENTS

10 discussions

#	Discussion	Use it when	Page
1	Welcoming Someone New	A new member joins the team.	4
2	Leading Former Peers	Someone steps into a leadership role over friends or teammates.	5
3	Setting Our Team Agreements	The start of a season, semester or project.	6
4	When Someone Keeps Arriving Late	Lateness or missed deadlines are starting to frustrate people.	7
5	Feedback Without the Awkwardness	Feedback rarely happens, or it feels tense when it does.	8
6	Gossip and Side Conversations	Complaints are happening behind people's backs.	9
7	When the Load Isn't Shared	A few people are carrying most of the work.	10
8	Disagreeing Without Dividing	A decision split the team.	11
9	After a Tough Loss	The team lost a game, a pitch or a deadline. Use it the next day, not straight after.	12
10	The Mid-Season Slump	Energy and focus are fading partway through.	13

DISCUSSION 1

Welcoming Someone New

Use it when: A new member joins the team.

The situation: A new person joined a few weeks ago. They're polite, but they still stand at the edge of the group, and pairs and lunch tables form without them.

LEADER OPENS WITH

Work: "We've got someone new on the team, and I remember how long it took me to feel part of things. Let's spend ten minutes on how we bring people in."

Team or club: "Some of us have been here for years. Let's make sure the newest person doesn't have to wait to feel like part of this team."

Run it

1. **2 min** Ask: "Think back to your first week here. What made you feel included, and what made it harder?"
2. **5 min** Map the first five minutes of a typical meeting or practice. Where might a new person feel lost? Choose one welcome routine to try.
3. **3 min** Agree who will do it this week, and who will check in with the new member privately.

We agreed

Check-in owner: _____ **Date:** _____

DISCUSSION 2

Leading Former Peers

Use it when: Someone steps into a leadership role over friends or teammates.

The situation: Last month you were one of the group. Now you're the team lead, the captain or the coordinator. A deadline is close, and nobody is sure who gets to make the call.

LEADER OPENS WITH

Work: "I'm coordinating this project now. You all know this work well, and I'm going to need that. Which decisions do we need to make together today?"

Team or club: "This is a bit weird for all of us. I'm still the same person. As captain I'll make some calls, but I want to hear from you first."

Run it

1. 2 min Ask: "Where might someone have to guess what's expected of them now?"
2. 5 min Pick one decision the group faces this week. Ask each person who they think owns it. Compare answers and write down the owner and deadline.
3. 3 min Agree on one thing to try, and choose someone to ask how it went next time.

We agreed

Check-in owner: _____ **Date:** _____

DISCUSSION 3

Setting Our Team Agreements

Use it when: The start of a season, semester or project.

The situation: The team is starting something new. Everyone has different ideas of what "being a good teammate" means, and nobody has said them out loud.

LEADER OPENS WITH

Work: "Before we get busy, let's spend ten minutes agreeing on how we want to work together."

Team or club: "Let's decide what kind of team we want to be before the season decides it for us."

Run it

1. **2 min** Ask: "Think of the best team you've ever been on. What did people do that made it work?"
2. **5 min** Choose the three that matter most right now. Turn each into a plain behavior, such as "we tell someone if we'll be late."
3. **3 min** Agree how you'll remind each other if someone slips, and where you'll post the three agreements.

We agreed

Check-in owner: _____ **Date:** _____

DISCUSSION 4

When Someone Keeps Arriving Late

Use it when: Lateness or missed deadlines are starting to frustrate people.

The situation: One person has been late three times this week. People are rolling their eyes, but nobody has said anything directly, and the start of every session feels flat.

LEADER OPENS WITH

Work: "We've had a few meetings start late or without everyone. I don't want this to be about one person; let's agree what being on time means for us."

Team or club: "Warm-ups keep starting with people missing. Let's figure out together what would help us all be ready on time."

Run it

1. 2 min Ask: "What does it cost the team when we don't start together?" Keep it general, not about one person.
2. 5 min Ask: "What gets in the way of being on time?" Look for fixes such as rides, schedules or clearer start times.
3. 3 min Agree on one team standard and what happens if someone can't make it. The leader follows up privately with anyone who needs it.

We agreed

Check-in owner: _____ **Date:** _____

DISCUSSION 5

Feedback Without the Awkwardness

Use it when: Feedback rarely happens, or it feels tense when it does.

The situation: People notice things that could be better, but they keep quiet to avoid an awkward moment. Small problems grow into big ones.

LEADER OPENS WITH

Work: "I'd like us to get better at telling each other what's working and what isn't, before things build up."

Team or club: "Good teams tell each other the truth. Let's practice doing it in a way that helps."

Run it

1. **2 min** Ask: "What makes feedback easy or hard to hear from a teammate?"
2. **5 min** In pairs, each person shares one specific thing their partner did this week that helped the team. Use "When you... it helped because..."
3. **3 min** Agree on how you'll give each other feedback: ask first, keep it private, within a day.

We agreed

Check-in owner: _____ **Date:** _____

DISCUSSION 6

Gossip and Side Conversations

Use it when: Complaints are happening behind people's backs.

The situation: There's a lot of talk in group chats and side conversations about one person or one decision. The people involved hear about it secondhand.

LEADER OPENS WITH

Work: "I've noticed some frustration getting talked about outside our meetings. I'd rather we deal with things directly. Let's talk about how."

Team or club: "Stuff is getting said in the group chat that isn't being said to faces. That's not who we want to be. Let's fix it together."

Run it

1. 2 min Ask: "Why do people talk about problems instead of raising them directly?" Accept honest answers without blame.
2. 5 min Agree on a simple path: talk to the person first, then the leader if it isn't resolved.
3. 3 min Agree on one thing each person will do when they hear a complaint, for example: "Have you talked to them?"

We agreed

Check-in owner: _____ **Date:** _____

DISCUSSION 7

When the Load Isn't Shared

Use it when: A few people are carrying most of the work.

The situation: The same few people stay late, fix mistakes and pick up the slack. They're getting tired, and others may not realize how uneven it has become.

LEADER OPENS WITH

Work: "I want to check how work is spread across the team. I suspect some of us are carrying more than others, and that's on me to fix."

Team or club: "Some of us are doing a lot of the extra work. Let's make sure everyone has a real part in this team's success."

Run it

1. 2 min Ask everyone to list the extra jobs the team needs done (setup, notes, follow-ups, equipment).
2. 5 min Ask: "Who usually does each one?" Make the pattern visible without blaming anyone.
3. 3 min Rotate or reassign two or three jobs for the next two weeks, then check whether it felt fairer.

We agreed

Check-in owner: _____ **Date:** _____

DISCUSSION 8

Disagreeing Without Dividing

Use it when: A decision split the team.

The situation: The team disagreed about a decision, such as a strategy, lineup or project direction. The call has been made, but some people are still frustrated and it's spilling into how they work together.

LEADER OPENS WITH

Work: "We didn't all agree on this one, and that's okay. I want to make sure everyone was heard and that we can move forward together."

Team or club: "Not everyone agreed with the call. That's normal on a good team. Let's talk about how we disagree and still play for each other."

Run it

1. 2 min Ask: "What made this decision hard?" Let people explain their view without debating it again.
2. 5 min Ask: "What would help you commit to the decision, even if you'd have chosen differently?"
3. 3 min Agree how you'll handle the next disagreement: debate fully, decide clearly, then support the call.

We agreed

Check-in owner: _____ **Date:** _____

DISCUSSION 9

After a Tough Loss

Use it when: The team lost a game, a pitch or a deadline. Use it the next day, not straight after.

The situation: The team lost something it cared about. Some people blame themselves, some blame others, and some don't want to talk about it at all.

LEADER OPENS WITH

Work: "That result was disappointing. Let's take ten minutes to look at what we can learn and what we'll do next."

Team or club: "We win together and we lose together. Let's learn what we can from it and move on together."

Run it

1. 2 min Each person names one thing the team did well, even in the loss.
2. 5 min Ask: "What was in our control that we'd do differently?" Write answers where everyone can see them.
3. 3 min Pick one thing to focus on this week, and choose who will check on it.

We agreed

Check-in owner: _____ **Date:** _____

DISCUSSION 10

The Mid-Season Slump

Use it when: Energy and focus are fading partway through.

The situation: The excitement of the start has worn off and the finish line is far away. People are going through the motions, and small frustrations feel bigger than they are.

LEADER OPENS WITH

Work: "We're in the middle stretch and I can feel the energy dipping. That's normal. Let's reset for the next few weeks."

Team or club: "Every season has this point. The teams that finish strong are the ones that notice it and reset. Let's do that now."

Run it

1. 2 min Ask: "What's one moment from this season you're proud of?" Go around the group.
2. 5 min Ask: "What's draining our energy right now, and what's one thing we could change?"
3. 3 min Set one small goal for the next two weeks, and plan one way to celebrate when you reach it.

We agreed

Check-in owner: _____ **Date:** _____

KEEP GOING

Make it a habit

The teams that get the most from these discussions don't save them for emergencies. They run one every week or two, so talking honestly becomes normal.

A simple rhythm

- **Week 1:** Setting Our Team Agreements
- **Every week:** a ten-minute Weekly Reset (what helped, what got in the way, what we'll try)
- **As needed:** the discussion that fits what your team is facing

More at untitledleader.com: situation guides with the exact words to use, free team exercises, and our weekly email, *One Team Conversation*.

© 2026 Untitled Leader. This PDF is licensed for use by the purchaser with their own team. Team and school licenses permit printing and sharing within one organization.