

Practice 1. Detecting the team state and measure the wellbeing



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Practice 1 – Role Play: Detecting the Team State and Measuring Wellbeing

This activity allows learners to practice detecting wellbeing issues in action, to measure them with structured tools, and to reflect on responsible leadership strategies.

Objective

To develop the ability to observe, detect, and assess the wellbeing level of a project team by recognizing indicators such as job demands, job resources, engagement, stress, and psychological safety.

Duration: 2 hours

Step 1 – Introduction (15 minutes)

- The facilitator introduces the concept of wellbeing at work (WHO, ILO, FIOH perspectives).
- Key indicators are presented:
- Positive: job satisfaction, engagement, psychological safety, social support, effective leadership.
- Negative: stress, burnout risk, overload, turnover intentions.

Step 2 – Scenario Setup (10 minutes)

- Participants are divided into project teams of 4–6 members.
- Each group receives a short case description of a project team situation, for example:
- A team under tight deadlines with unclear roles.
- A multicultural project team facing communication barriers.
- A team where one member shows signs of disengagement.
- Roles are assigned: Project Manager, Team Members, Observer(s).

Step 3 – Role Play (30 minutes)

- Teams simulate a project meeting (15–20 minutes).
- The Project Manager leads, making decisions and interacting with members.
- Team Members act according to scripted wellbeing challenges (e.g., stress, low motivation, high engagement, or conflict).
- Observers take notes on signals of wellbeing (positive and negative).

Step 4 – Wellbeing Detection and Measurement (30 minutes)

After the role play:

- Observers share their observations.
- All participants use a Wellbeing Checklist (based on JD-R model):
- Demands: workload, time pressure, ambiguity, emotional strain.

Resources: autonomy, feedback, social support, development opportunities.

- Rate each on a 1–5 scale to produce a wellbeing profile of the team.

Step 5 – Reflection and Discussion (20 minutes)

- How easy or difficult was it to detect signals of wellbeing?
- What behaviours of the project manager supported or hindered wellbeing?
- How could the team's resources be strengthened to balance demands?

Step 6 – Conclusion (15 minutes)

- Groups share key insights.
- Facilitator connects reflections back to responsible leadership:
- Leaders detect and address wellbeing proactively.
- Measuring wellbeing helps prevent burnout and fosters engagement.

Wellbeing Checklist (JD-R Model Based)

Instructions: For each indicator, rate from 1 (very low/negative) to 5 (very high/positive) based on your observation of the team during the role play.

Dimension	Indicator	Description	Rating (1–5)
Job Demands	Workload & time pressure	Are deadlines and workload manageable, or do they cause overload?	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Job Demands	Role ambiguity or unclear tasks	Are tasks and responsibilities clear, or is there confusion?	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Job Demands	Emotional strain & stress signals	Do members show signs of stress, frustration, or burnout risk?	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Job Demands	Conflict or lack of collaboration	Is there conflict, tension, or lack of cooperation in the team?	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Job Resources	Autonomy in tasks & decisions	Do members have freedom to make decisions and organize their work?	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Job Resources	Feedback & recognition	Do members receive constructive feedback and recognition of effort?	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Job Resources	Team support & collaboration	Is there support, collaboration, and willingness to help among team members?	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Job Resources	Opportunities for development	Are there chances for learning, skill growth, and development opportunities?	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Job Resources	Psychological safety & trust	Do members feel safe to express ideas, concerns, and mistakes without fear?	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5