

# INTERNAL TEAM COMPOSITION

Before writing your business requirements for external support for any change, you need to understand what internal resources you have available to you and where you have any gaps.

Depending on the organization, there may or may not be an opportunity to build a team by pulling resources from other parts of the organization. Even if you do not have the ability to build an internal team, using this worksheet will help you figure out what skills you will need to hire for based on the specific change you are facing.

## Team Composition Matrix

For each Foundational capability needed, mark an "X" if the person has the capability to either lead or support in that capability.

For the Change-Specific capabilities, insert any workstreams that will need a specific lead that is needed for your change. For instance, an IT implementation change might include an expertise on a specific system, in SCRUM and agile development, or in user experience/ user interface (UX/UI). You might also want an end user representative to be on the team to develop the business requirements. Alternatively, if the change is more around culture and organizational development, you may need specific human resource skills like position description development or an expertise in organizational design. Whatever the change-specific skills you will need for your change, put them in the matrix below and follow the same process as you did for the foundational capabilities.

For the Lead versus Support section in the matrix, mark an "L" under the name where that team member will be relied upon to lead this action/ workstream. If they have the capability enough to act as a support to the lead, mark the capability with an "S".

If you have a team handed to you, you can work as a team to self-assess together, using this matrix as a guide. If you have the ability to build your own team, you can seek out people and fill the matrix as you go. Do not overlook more junior people who are great support people. You don't have to have every team member be a lead on something. Sometimes, there is nothing more valuable on a team than the person who is willing to learn as they go and jump on to support wherever they are needed. As you build your team, you can fill out the matrix to see what holes you still have to fill.

Once you have exhausted your internal resources, you can see what is still needed to completely fill all of the change needs outlined on the matrix. This will be the foundation of any scope of work or business requirements you develop to find external support for your team.

Capability Need	Team Resources			
	Mary	Sally	Joe	Sam
<b>Foundational Capabilities</b>				
Ambiguity (all)				
Org Context				
Problem-solving				
Robust Internal Network				
Robust External Network				
Good reputation with leaders				
Curriculum Development				
Facilitation/ Training				
Project Management				
Communications				
Stakeholder Management				
<b>Change-Specific Capabilities (Technical)</b>				
Capability 1				
Capability 2				
Capability 3				
Capability 4				
Capability 5				
Capability 6				
Capability 7				
<b>Leader versus Support</b>				
Change Team				
Workstream 1				
Workstream 2				
Workstream 3				
Workstream 4				
Workstream 5				
Communications				
Stakeholder Management				
Project Management/ Reporting				