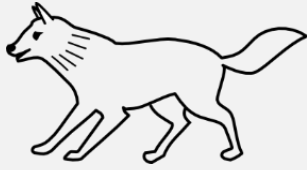| Animal	Role	Needs
Bear	**The Leader** — The person who likes to lead, has a vision and ideas they want to develop. Usually the loudest in the group.	**Achieve** Control
Wolf	**The Manager** — The head of the pack. Makes sure everyone is contributing, and tells the Bear to stop talking, if needed.	**Belong** Control
Cat	**The Cynic** — The person who can find the holes in ideas, and the ways of cheating the system	**Control** Achieve
Puppy	**The Enthusiast** — Always supports ideas, and wants to help add and develop ideas.	**Belong** Achieve
Owl	**The Processor** — Focuses on making sure that the required objectives are met. Likes to make and complete lists.	**Control** Belong
Rabbit	**The Facilitator** — Spots when things are missing and volunteers to go and get stuff. Talks to the session organiser	**Achieve** Belong

McClelland's Three Needs Theory

Achieve.   Need for Achievement (N-ach)   Want to see something actually get made or succeed.

Belong.   Need for Affiliation (N-aff)   Social acceptance and being part of a group.

Control.   Need for Power (N-pow)   Status, influence and power. Controlling a situation.

Group formation

Every participant chooses an animal avatar. The bears need to feel ownership of the idea that is being developed. The groups are then formed with one avatar type per group. In groups smaller than 6 some people will take on two roles. Larger than 6 will have more Cats, Dogs and Rabbits.

The use of animal avatars creates cognitive distance between the role in the group and the individual. This helps with group organisation and communication.
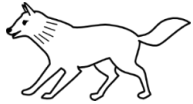
What to Do
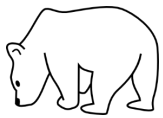
	Bear	When no one is speaking, the bear needs to start the conversation. They are to have the overall vision for the project.
	Wolf	If the bear is talking to much the wolf must stop the bear and get other people in the group to talk. Potentially taking note of who is contributing and ensuring that everyone in the group has a chance to talk.
	Cat	Find problems that when fixed will make the project better. Find potential road blocks and flag them early so they can be resolved or used to kill bad ideas. Should not try to kill idea too early.
	Pup	Always enthusiastic. Balances the Cat by providing potential solutions for challenges identified by the Cat. Listens and supports the creation of new ideas and innovative solutions to challenges.
	Owl	Takes notes and watches the schedule. Allows some variation in timing, but uses phases like: "I hate to have to be the owl but we have to move to the next discussion point"
	Rabbit	Watches for problems in the group where people are missing something. Also thinks about the infrastructure around a project and what other things need to be in place to make an idea work.

Remember: the objective is to help the group progress.

All the roles are important and no one should feel that they are in any way less important to the success of the group than any other person.

Reflection:

When playing the roles in the group, think about how well other people are playing their role and complement people who are doing a good job.

Reflect on your own role and how that can help the group. How can you ask for feedback to improve your ability to play that role?

Agile Animals

You can use the animal avatar system with Agile development approaches. The animals have natural roles in a Scrum system. The Product Owner is the Bear. They want the project to succeed as their primary focus. The scrum master is a multiclass of the Rabbit as a facilitator, the Owl during the meeting, and the Wolf to make sure everyone is heard. The puppy and the cat are both just normal team members.

Bear = Product owner – is the champion for the product
Rabbit = Scrum Master (pre session), must organise the room and send out emails with notifications
Wolf = Scrum Master (team focus) the Wolf role makes sure everyone is paying attention and listening
Owl = Scrum Master (process focus) takes notes and records progress. Makes sure all points are covered.
Puppy & Cat = Team members. Just be good developers.

Voting options

Using a normal voting system the Bear has extra weight on decisions. They count as 1.5 votes. Thus in a 3 v 3 split the decision will go with the Bear. For many groups the Product Owner has more power. This could be created by giving the Bear either 2.5 or 3.5 votes. This means that the bears need only 2 or 1 other person to swing the decision.