Functional Roles of Teams

Facilitator

Overview of Responsibilities
1. Move the group through the meeting agenda
2. Ensure full participation in the meeting
3. Ensure respectful attention throughout the meeting to all participants and from all participants
4. Ensure closure of topics
5. Clarify action implications of decisions made
6. Ensure adherence to meeting ground-rules

Behaviors Necessary
1. Come to the meeting with knowledge of the agenda
2. Attend to each person's level of participation
3. Encourage more participation from quiet members
4. Limit talkative, dominant members
5. Cut off side conversations, distracting activities
6. Using integrative comments, pull together what has been said; check for consensus and/or group decision
7. Note decisions clearly before transition to next topic; keep list of decisions; end meeting by re-stating decisions with action implications
8. Remind group of ground-rules, raise issue for discussion if group is consistently not following ground-rules

Process Facilitator

Overview of Responsibilities
1. Ensure attention to minority opinions
2. Note discomfort in the room, hidden agendas, hurt feelings, anger, etc. and try to get issues out in the open
3. Facilitate group's ability to handle conflict constructively, using interest-based procedures in guiding the group out of positional bargaining
4. Encourage positive reinforcement and expressions of appreciation

Behaviors Necessary
1. Watch for the group "stifling" unpopular opinions; encourage dissenters to speak further; comment on the process as necessary
2. Use interest-based negotiation strategies; point out positional bargaining
3. Attend to your own feelings; look for nonverbal signs of tension or distress; comment on process as necessary
4. Model positive comments and reward their use by others

Time Keeper

Overview of Responsibilities
1. Keep track of time proactively
2. Try to keep meeting moving at a planned pace

Behaviors necessary
1. State time frames ahead of time for each portion of meeting
2. Note when the group is running behind
3. Encourage group to be self-limiting
4. Set cut offs if necessary