**Task and Maintenance Functions**

**Task**

**Initiating**
Proposing tasks and goals, defining the problems, suggesting procedures and solutions all help to give direction and purpose to a group.

**Information Seeking**
Requesting relevant facts and soliciting clarification; gathers information and makes group aware of what information is needed.

**Information Giving**
Offering relevant facts, and sorting out biases and opinions from facts, provides useful info.

**Opinion Seeking**
Asking for opinions or feelings on a topic; tests for unity

**Clarifying**
Defining terms, interpreting ideas, indicating issues and alternatives helps to eliminate confusion

**Elaborating**
Giving examples, developing meanings and explaining help reduce ambiguity, and illustrates consequences of plans and positions

**Coordinating**
Suggesting ways to handle a problem or process can help harmonize conflicting issues, or help a group make tough choices

**Developing Procedures**
Suggesting agendas and discussion formats helps meetings to become more efficient

**Summarizing**
Pulling together related issues or contradictions, restating and identifying conclusions all focus discussions, and keep groups on track

**Maintenance**

**Encouraging**
Being friendly, warm or responsive, and eliciting others’ contributions all help to bring out opinions in a group and give recognition

**Expressing Feelings**
Expressing feelings, restating others’ feelings, and getting people to label their own feelings helps groups take risks

**Having Fun**
Joking, clowning, breaks and games all help to diffuse tensions, allow groups to express feelings, and create a lively social setting

**Compromising**
Offering or accepting compromises, yielding status, admits error; builds group cohesion

**Facilitating Communication**
Drawing our silent members and suggesting procedures for discussions helps keep groups open and promotes equal power

**Setting Standards and Goals**
Identifying common concerns and outlining standards for the group to achieve, helps groups to enact direction and follow progress

**Interpreting & Listening**
Paraphrasing often helps to explain and interpret, creating greater understanding; actively listens; gathers information; promotes mutual respect;

**Following**
Accepting and appreciating the ideas of others, and going along with the group promotes unity

**Declaring Success**
Noticing successes, even small ones, helps groups develop self-confidence and greater awareness of their power