

INITIATOR

Initiator

- Guide the team in setting appropriate objectives and goals
- Lead the team in deciding approach and execution strategies
- Ensure all members participate and are treated with respect
- Oversee information gathering
- Ensure that goals take precedence over problems/conflicts
- Keep the team on task and on time to meet deadlines
- Lead a team debrief at the end of each meeting

RECORDER

Recorder

- Clarify ideas to eliminate vagueness and imprecision
- Summarize ideas and synthesize team discussion
- Clearly document group activities/decisions
- Assists initiator in ensuring that meeting remains on task

TIMEKEEPER

Timekeeper

- Keeps track of time remaining for a particular activity
- Assists initiator in ensuring that meeting remains on task
- Assists initiator in re-aligning agenda and priorities when there is not sufficient time to complete tasks

ENCOURAGER / ENERGIZER

Energizer / Encourager

- Bring people in who have not contributed to the discussion
- Suggest ways to increase sharing of ideas, participation of all
- Maintain a positive attitude and ensure that team members are engaged
- Energize the team when motivation is low; keep spirits up
- Bring out the best in each person by being an encourager
- Use humour, change of strategy, or surprise to achieve a positive team environment
- If some members are joining the meeting remotely (e.g. via phone or videoconference), ensure all members can hear and be heard

ADVOCATE

Advocate

- Advocates for perspectives that are underrepresented or unheard
- Ensure that multiple possibilities are explored
- Suggest alternative ideas or opinions (play 'the devil's advocate')
- Help the team evaluate the practicality of plans and expectations

PROCESS ANALYST

Process Analyst

- Observes and reviews team process
- Provides feedback on team process issues, including:
 - Approaches to decision making
 - Approaches to conflict
 - Functions of the other team roles
 - Providing feedback to team members
- Ensures the team debrief covers questions such as:
 - *What:* What did you observe regarding performance of each assigned role?
 - *So What:* What was the impact of these actions have on team process? How did gaps in performance impact function? What needs to change?
 - *Now What:* How will you adapt for next time?

PARTICIPANT

Participant

- Observes team process and assists any role that requires support
- Move between roles as needed
- Assist a member in performing an assigned role, as negotiated
- Assess where additional team roles are needed and take on that role

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