

TRAINING FOR CHANGE

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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