The **facilitator** helps the team to set the agenda and to move smoothly through each agenda item. She/he insures that the team remains task-oriented and works to promote the team goals. The facilitator seeks information and opinions, asks for facts and feelings from each team member, pulls together major ideas and suggestions and restates and summarizes major points. The facilitator also helps to solve interpersonal problems between group members by promoting open discussions in order to resolve conflicts and increase group togetherness.

The **recorder** writes down agenda items and all agreed-upon outcomes of the meeting. The recorder should check to ensure that there is consensus among team members before recording outcomes. The recorder asks for clarifications and summarizes group discussions in order to accurately produce meeting minutes.

At the beginning of the meeting the team should establish the agenda and set a time limit for each agenda item. The **timekeeper** keeps track of the time spent on each of the team’s agenda items. She/he signals the group shortly before time is up on each item, and when it is time to shift from discussion of agenda items to the assignment of individual and group tasks and the building of the agenda for the next meeting.

The **encourager** warmly encourages everyone to participate, giving recognition for contributions, demonstrating acceptance and openness to the ideas of others. The encourager is friendly and responsive to team members.

The **observer** observes the team in action and gives feedback to team members on how well they did in their assigned roles and on good teaming behavior. The observer uses a feedback form to structure the observations. The names of team members are listed across the top of the form. Skills are listed down the left side of the form (e.g., active listening, summarizing and paraphrasing, encouraging others to participate). The observer makes a tally mark each time a team member demonstrates a skill and at the end of the meeting reports the frequency of use of each skill. Individual team members can also identify skills that they would like to improve during meetings. For example, if one team member is having problems interrupting others during group discussions, he might ask the observer to count the number of times that he interrupts others.

The **agenda keeper** keeps the meeting going by ensuring that one person doesn’t perseverate on one point and the agenda is covered. She/he also attends to the use of collaborative skills by the team members (e.g., asking team members to restate things in a positive versus a negative manner). She/he asks folks for agenda items with times. Prior to meeting, establishes a draft agenda with times, and sends out to everyone.