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| Task roles | Definition | Example |
| Initiator | Get things started | “So, who has ideas about how to raise money for the windows?” |
| Information/opinion giver | Providing information for discussion or opinions about the information | “NMSU raised money for campus improvements by challenging the faculty to raise the funds in their department” |
| Information or opinion seeker | Ask questions designed to get opinions or information from others | “Is our situation analogous to NMSU’s?” |
| Analyzer | Examine the information, arguments, and suggestions offered in the group | “You said they challenged the faculty and it worked but their faculty is much larger than ours.  Their faculty is also much more highly paid than we are.  These are significant differences.” |
| Orienter or Expediter | This person keeps the group on track and often summarizes discussion so the group can move on. | Ok, so we know that there are significant differences between our faculty and NMSU’s so just challenging faculty may not work.  How else could we raise money for windows? |
| Elaborator | This person takes ideas that have been offered and expands on it to help the group see how a solution would work. | “Ok, so we’ve talked about challenging the faculty—what if instead of challenging them to raise all the money we challenge them to a competition by department to see how many windows they can raise the money to replace?  That way there is the competition but we’re not asking them to foot the bill—we’re harnessing their creativity because each department may do something different.” |
| Maintenance Roles | Definition | Example |
| Gatekeeper | This person ensures that everyone participates, drawing out the quiet member and silencing those who would dominate the conversation. | “Steve, you’ve been pretty quiet.  How do you think we should raise money for the windows for Norrington?” |
| Encourager/supporter | This person offers praise, bolsters the spirits and goodwill of the group, and provides warmth and acceptance of others. | “Steve, that’s an interesting idea— selling the glass from our current windows from the turn of the century to those looking to restore homes is really thinking outside the box.” |
| Harmonizer | Harmonizers or tension relievers maintain the peace, reduce tension with gentle humor, and reconciles differences between group members. | “Wow, John, you didn’t mean to discount Steve’s idea did you?  Every penny counts.  Surely you just meant we need to continue discussion?” |
| Self-centered roles | Definition | Example |
| Aggressor | These folks offer non-constructive criticism of people’s proposals, blame others, and are generally mean in an attempt to improve their own status. | “Steve, that’s ridiculous.  We need a million dollars to replace those windows.  Your recycling idea is purely a waste of time.  It will bring in pennies.  If you can’t come up with something better, just take notes.” |
| Joker | Interjects inappropriate humor, mimics, diverts attention from the group task with comic routines. | “That reminds me of a joke…..how do you tell the difference between a miser and a hippie……” |
| Withdrawers | These people miss meetings or refuse to comment on the work of the group or work on other tasks during the meeting. | “No Emily, I really don’t have anything to add to the discussion right now.” |
| Blockers | Blockers refuse to go along with emerging group decisions and may even sabotage a group decision. | John says “well, I just want you to know that I don’t think the recycling idea as it has evolved is worth the effort it will take.  I will certainly not volunteer any of my time to clean up glass from windows that ought to go to the trash.” |