1. **AGENDA DEVLEOPER**
   DOES PRE-MEETING WORK:
   - Uses agreed upon process to create agenda with group input
   - Seeks agreement when priorities need to be set
   - Distributes agenda document to participants and others
   - Participates in meeting

2. **GROUP LEADER**
   SERVES AS A RESOURCE:
   - Participates as a group member
   - May facilitate certain segments
   - Clarifies issues from organization’s viewpoint
   - Serves as an information resource / content expert
   - Delegates power as needed
   - Works closely with agenda developer, is aware of member needs
   - Introduces members, speakers
   - Follows-up on action items

3. **FACILITATOR**
   RUNS THE MEETING:
   - Acts as a traffic cop during meeting
   - Keeps in close communication with agenda developer
   - Sets the tone; maintains or establishes norms w/group
   - Is non-evaluative toward ideas
   - Encourages participation
   - Protects individuals & process
   - Uses various group processes to accomplish the agenda
   - Helps group seek solutions and common ground
   - Keeps the meeting on track
   - Acknowledges what is said
   - Manages consensus, votes, etc.
   - May change hats to participate

4. **PARTICIPANT**
   DO THE WORK:
   - May serve in another mtg. role
   - Do the actual work in the mtg.
   - Come prepared
   - Often have assignments in between meetings

5. **RECORDER**
   SERVES AS THE GROUP’S MEMORY:
   - Documents important decisions and “to dos”
   - Keeps track of relevant info and handouts
   - Often distributes meeting record following the meeting
   - Files copy in group’s central file
   - Participates in meeting

6. **TIMEKEEPER**
   KEEPS US ON TRACK:
   - Keeps track of time on each item
   - Reminds group when time is not used as planned
   - Signals group, as needed, of time available
   - Participates in meeting

7. **PROCESS OBSERVER**
   PROVIDES FEEDBACK:
   - Watches group at work
   - Notes the tasks accomplished and the process used
   - Provides non-evaluative “mirror” for the group
   - Participates in meeting

Not all meetings require these 7 roles.