

TASK FUNCTIONS

- **Initiating** Proposing tasks, goals or actions; defining group problems; suggesting procedures.
- **Informing** Giving expression of feelings; giving an opinion.
- **Clarifying** Interpreting ideas or suggestions; defining terms; making clear the issues before the group.
- **Summarising** Putting together related ideas; restating suggestions; offering a decision or conclusion for the group to consider.
- **Reality testing** Making a critical analysis of an idea; testing an idea against some evidence; trying to see if an idea will work.
- **Encouraging** Prodding the group to action or decision; stimulating the group to greater activity.

MAINTENANCE FUNCTIONS

- **Harmonising** Attempting to reconcile disagreements; reducing tension; getting people to explore difference.
- **Gate-keeping** Helping to keep communication channels open; helping others to take part; suggesting ways of sharing.
- **Consensus testing** Finding out whether the group is nearing a decision; sending up a 'trial balloon' to test a possible conclusion.
- **Encouraging** Being friendly, warm and responsive to others; showing that other people's contributions matter.
- **Compromising** Offering compromises that yield status; admitting mistakes and errors; changing position in the interest of group growth.
- **Process observing** Watching how the group is working and sharing the results with the group.
- **Standard setting** Expressing standards for group behaviour, and testing its behaviour against such standards.

Wakefield Ministry Scheme



UNDERSTANDING GROUPS

A Resource Pack for Parish Teams and Core Groups

3. Task, Individual and Maintenance Needs

Group Needs and Member Functions: T I M

T I M is a well-known model for understanding group life: every group has a **Task**, is made up on **Individuals** and exists as a unit requiring **Maintenance**.

Task Needs

- The need to get a job done
- The need for a worthwhile goal
- The need for a clear goal
- The need for agreement about the goal
- The need for a plan of action to achieve the goal
- The need to be able to recognise when the goal has been achieved

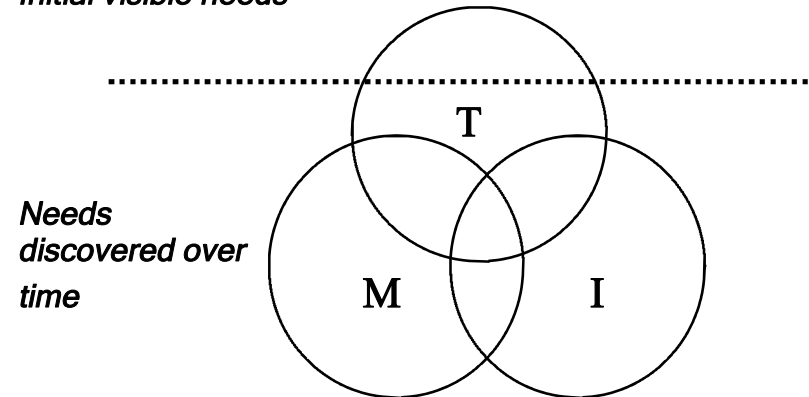
Individual Needs

- The need to belong
- The need to contribute
- The need for status
- The need for power
- The need for dependency
- The need for freedom
- The need for recognition of problems

Maintenance Needs

- The need for the group to stick together until the job is done
- The need to improve understanding
- The need to aid co-operation between members
- The need for members to support each other even when disagreeing
- The need to obtain clarity

Initial visible needs



All three types of need overlap. At first sight it is often the Task Needs that are most obvious. Many of them lie immediately to view above the surface: there are certain things it is *obvious* that the group needs to do. However, the main areas of need lie hidden beneath the surface. The strength and continued life of the group depend on the degree to which these three types of need in the group are recognised and met.

It is frequently assumed that the person responsible for ensuring that three types of need are met is the leader. However, members also have a responsibility to take on some of the functions required in a group.

There are characteristic functions of ensuring that the **task** of the group gets done.

There are characteristic functions of ensuring that the **maintenance** of the group's life takes place.

Again, there will always be some overlap between these. Over the page is a list of typical functions.