

toward its goal and allows adequate time for all stages of its work. Each person thus knows exactly when his or her tasks must be completed. This provides motivation to complete assignments on time since it palpably demonstrates how missing a deadline will create problems for later steps in the process.

When you create a schedule, include the following elements.

LEARN MORE For advice about creating schedules for client and service-learning projects, see Chapter 21, pages 438–439.

LEARN MORE For guidelines for creating schedule charts, see page 333.

CREATING A PROJECT SCHEDULE

- **Include time for defining objectives and planning.** The team will have an opportunity to act on Guidelines 1 and 2 above only if sufficient time is provided in the schedule.
- **Include milestones.** Milestones indicate the dates by which various stages of the work will be completed. These interim deadlines help teams progress at a steady pace. If a milestone is missed, the team understands it must speed up its remaining work to complete the entire project on time.
- **Create enough milestones to catch potential problems early.** For instance, in addition to a deadline for the completion of final drafts, set a date for completing rough drafts for team review. These deadlines will allow the team to identify writers who are having difficulty so that assistance can be provided early enough for them to complete the final draft on time.
- **Include time for editing.** No matter how much discussion and planning have occurred earlier in the process, almost every team-written communication needs editing before delivery to its readers. The sections may be written in different styles, leave gaps, or repeat some of the same information. Whether one editor is chosen or everyone edits together, time will be needed for this activity.

Guideline 4 | Establish shared responsibility for team progress and cohesion

Communication experts Kenneth D. Benne and Paul Sheats (2000) have identified a wide range of roles that someone in the group must play if the team is going to maximize its productivity. On collaborative teams, all members should assume equal responsibility for performing these roles when the situation requires. On teams with a designated leader, this person would usually perform most of these roles. Even then, however, all team members can increase the team’s effectiveness by stepping in to perform one or more of these roles as needed.

Benne and Sheets divide their roles into two groups. The first, task roles, keep the team moving toward its goal.

TASK ROLES	CONTRIBUTIONS
Initiators	offer new ideas, propose new solutions, and restate old issues in new ways. They provide creativity and direction as the team explores its subject matter and communication strategies.

Information seekers	request clarification and additional information. They ensure that the team members understand all relevant factors—including their subject matter, their readers, and communication alternatives.
Information givers	furnish the facts needed by the team, sometimes on their own initiative, sometimes in response to information seekers, sometimes through their own knowledge, and sometimes through research.
Opinion seekers	ask other team members to express their judgments, values, and opinions. They also share their own views with the team.
Clarifiers	clear up misunderstandings or confusion by explaining points or providing additional information.
Summarizers	consolidate the team's deliberations by stating concisely what has been said or decided. They help team members see what has been accomplished so the team can proceed to the next task.
Energizers	motivate the team to take action, often by communicating a sense of enthusiasm or by emphasizing its commitment to its goals.

TRY THIS Identify the task and group maintenance roles at which you excel. Among the other roles, which ones would be the most valuable for you to learn how to perform more expertly?

The second group of roles, called group maintenance roles, assures good working relationships among team members.

GROUP MAINTENANCE CONTRIBUTORS ROLES

Encouragers	offer warmth, praise, and recognition during team discussions. They support quieter team members, whom they gently encourage to join in.
Harmonizers	help team members explore differences of opinion without hurting one another's feelings. They detect and reduce friction by helping the team to focus on ideas rather than on personalities.
Feeling expressers	share their own feelings or articulate those of the team, thereby enabling members to deal with emotions that might interfere with the team's ability to work together productively.
Compromisers	volunteer concessions of their own positions on controversial issues and suggest a middle ground when other team members seem stuck in opposing positions. They help all team members realize that they are contributing even when their ideas are altered.
Gatekeepers	assure that all team members have an opportunity to speak, sometimes by asking more talkative members to be brief and by inviting quieter members for their contributions.