

# THE NUTS & BOLTS OF PRACTICAL LEADERSHIP

*>Supporting Your Team to Thrive>*

Spring FLEX Workshop


Dr. Dianne Van Hook | February 2, 2017



**“DON'T MAKE ASSUMPTIONS. FIND THE COURAGE TO ASK QUESTIONS AND TO EXPRESS WHAT YOU REALLY WANT. COMMUNICATE WITH OTHERS AS CLEARLY AS YOU CAN TO AVOID MISUNDERSTANDINGS, SADNESS AND DRAMA.**

**WITH JUST THIS ONE AGREEMENT, YOU CAN COMPLETELY TRANSFORM YOUR LIFE.”**





# What's the Most Important Thing You'd Like to Today?



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# **EFFECTIVE LEADERS THRIVE WHEN THEY HAVE**

✓ **Technical skills**

✓ **Mastery of core competencies**

✓ **Confidence!**


**What do you think is the most important capability?**

# IN TODAY'S SESSION WE WILL COVER:

The **PRACTICAL** skills that can assist you in leading effectively.

## How to:

- ✓ **Strengthen functional relationships at work;**
- ✓ **Actively listen;**
- ✓ **Increase ability to resolve conflict; and**
- ✓ **Enhance meeting facilitation skills.**



You must find the place inside yourself where  
**nothing is impossible.**

*~ Les Brown*

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# FIND YOUR GREATNESS

Today, we're  
going to  
work  
together to  
find your  
greatness.



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HOW TO:

# BUILD EFFECTIVE & FUNCTIONAL WORKPLACE RELATIONSHIPS

*Functional, effective work relationships create a  
more productive culture.*



# WHAT AN EFFECTIVE WORKPLACE RELATIONSHIP LOOKS LIKE!

Several key characteristics contribute to the strengthening of healthy & functional working relationships, such as:

## Trust & Respect

- ✓ Forms powerful bonds helping two or more people work better as a unit;
- ✓ Demonstrates that you value for each others' input; and
- ✓ Results in solutions developed *together* with collective insight, wisdom and creativity.

## Effective Communication

However you communicate with your team or colleague – via electronic means or face-to-face — the most effective relationships include individuals who are:

- ✓ Non-judgmental
- ✓ Accessible
- ✓ Accountable
- ✓ Open to collaboration
- ✓ Willing to problem-solve

# *what an effective workplace relationship looks like!*

## **Effective Workplace Relationships have:**

### ✓ **Mindful participants**

- ❖ Being mindful means being thoughtful and *aware* of the words you're using and what you're saying.

### ✓ **Diverse Team Members – whose**

- ❖ varied cultures and ethnicities;
- ❖ life stages and life experiences; and
- ❖ their frames of reference at the college

may open up new perspectives for you on long-held beliefs/processes on any number of subjects & situations



*Kinko's founder, Paul Orfalea, discussed building successful relationships & careers in his appearance at the PAC "Creating Careers in the 21<sup>st</sup> Century" and opened participants up to new ways of looking at old ideas.*



# EFFECTIVE WORKPLACE RELATIONSHIPS ARE...

*The glue  
that holds  
everything  
together.*

The most important  
ingredient in **enhancing  
your access to resources**  
is the **quality of your  
workplace relationships!**

# WHY DO EFFECTIVE WORKING RELATIONSHIPS MATTER?

- ✓ **Effective working relationships have several benefits:**
  - ❖ They inspire innovation and creativity
  - ❖ They create and invite support for the change
- ✓ They help us to be more engaged and productive!
- ✓ They give us freedom:
  - ❖ Instead of spending time and energy overcoming the problems associated with negative relationships, we can focus on opportunities...like building a relationship with supervisors and other potential “support relationships.”

***“WHEN YOU STOP EXPECTING PEOPLE  
TO BE PERFECT, YOU CAN LIKE THEM  
FOR WHO THEY ARE.”***

**~ Donald Miller**



# *So, how do you build effective workplace relationships?*

## **Use Common Sense**

Those adages about how to treat people that you heard while you were growing up **still** apply:

**“The Golden Rule”-  
Treat others as you  
wish to be treated**

**What goes  
around, comes  
around!**

**Don't ask  
other to do  
tasks that you  
wouldn't do  
yourself.**

*Share information with the entire team...that way, no one is left in the dark, feeling like they're being set up to fail.*


**Stay away from  
office politics and  
gossip as much as  
possible!**

## Set and manage expectations

- ✓ *Be clear about roles, responsibilities and goals;*
- ✓ *Clarify what others can expect from you as a colleague; and*
- ✓ *Create a structure to help relationships remain effective.*

It's important to have firm boundaries to maintain balance and order in your workday.





*Stakeholder management is critical to the success of every project in every organization I have ever worked with. By engaging the right people in the right way in your project, you can make a big difference to its success...and to your career.*

*– Rachel Thompson, Mind Tools.*





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HOW TO:

# LEVERAGE THE ART OF ACTIVE LISTENING

*If you're just hearing the words,  
you might be missing the message.*

# UNDERSTANDING THE SPEED OF WORDS

- ✓ In just 600 milliseconds, the human brain can think of a word, apply the rules of grammar to it and send it to the mouth to be spoken\*.
  - ❖ **We think 7 times faster than we speak.**
  - ❖ *So those times it feels like your brain is going faster than your mouth and you're stumbling over your words, trying to get them out? You're right!*
- ✓ When we are *hearing* (aka pretending to listen) there's plenty of time for our minds to wander.



***“LISTENING IS THE ART OF TRULY HEARING  
WHAT A PERSON IS TRYING TO SAY, NOT JUST  
WHAT IS SAID.***

***THE BEST LISTENERS ARE PEOPLE THAT HEAR  
THE WORDS AND SEE THE BODY LANGUAGE SO  
THEY CAPTURE THE WHOLE MESSAGE.”***

ANNE WARFIELD, AUTHOR,  
COMMUNICATING MORE EFFECTIVELY





**THERE ARE PARTICULAR SKILL SETS TO  
BUILD EFFECTIVE RELATIONSHIPS,  
LISTEN ACTIVELY,  
RESOLVE CONFLICT &  
SUCCESSFULLY FACILITATE MEETINGS**

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**That's what we will be talking about today!**

# THE TOP 10 GOOD LISTENING HABITS

1. Tuning in to the speaker to see if there is anything you can use in your daily life.
2. Gleaning wise or interesting nuggets of information from the message.
3. Hearing the person out *before* judging him or her.
4. Listening for main ideas, principles and concepts.
5. Being aware of and understanding your reaction to emotion-laden words, which may cause barriers.
6. Focusing for a couple of minutes before you start taking notes.
7. Sitting up straight to prevent yourself from being so relaxed that you miss the message.
8. Removing distractions: Closing a door, requesting the person to speak louder and so on.
9. Listening to difficult material, instead of zoning out.
10. Being aware of your mind wandering, so when it does, you pull it back to the presenter.

Skepticism doesn't help  
you hear.

# TOP *Not So Good* LISTENING HABITS

1. Labeling the subject “uninteresting” before the session even starts!
2. Criticizing speaker’s delivery, personal appearance, etc.
3. Getting overexcited and preparing rebuttal
4. Listening only for facts.
5. Letting emotion-laden words affect listening.
6. Interrupting and finishing other people’s sentences.
7. *Pretending* you are paying attention to the speaker.
8. Tolerating or inviting distractions.
9. Avoiding difficult material aka “zoning out.”
10. Wasting difference between speech speed\* (words per minute) and thought speed\* (words per minute).

How often do we hear  
instead of listen?





# GROUP ACTIVITY

**“How Well Do You Listen?”**



# STOP *PRETENDING* TO LISTEN!

## Instead Become an *Active Listener*

Fully understand that *hearing* is not the same as *listening*.

- ❖ *Hearing* is merely using your ears to acknowledge sounds.
- ❖ *Listening* means understanding the other person's point of view.



When you're simply *hearing* words, you are processing information based on **your own experiences and understanding** versus *listening* to someone who is talking based on **their experiences**.

# ARE YOU AN ACTIVE LISTENER?

Improve Your Listening Skills with Active Listening (2:40 mins)  
[www.Mindtools.com](http://www.Mindtools.com)

*did you know?*

# **ACTIVE LISTENING & EFFECTIVE SPEAKING ELEMENTS ARE THE SAME**

## ✓ **Word Selection**

- ❖ Is your message clear & concise?
- ❖ What are your words alone trying to say?

## ✓ **Tone of Voice**

- ❖ Tone of voice reflects your emotional state;
- ❖ Does your sound hostile and nervous? Or friendly, relaxed and sincere?
- ❖ Does it match the meaning of the words?

## ✓ **Pitch**

- ❖ A lower pitch voice signifies confidence;
- ❖ A high-pitched voice can be a sign of nervousness, fear or anxiety which may make it difficult for the listener to focus on the message.

## ✓ **Pace**

- ❖ People vary in the speed of the speech, so when talking with another person try to match their pace;
- ❖ By doing so, the other person will feel more comfortable and connected.

# WHY PACE MATTERS...



## *active listening & effective speaking elements are the same*

### **Eye Contact –an important part of communication as it:**

- ❖ Signifies honesty and confidence;
- ❖ Conveys respect;
- ❖ Conveys genuine interest and attention; and
- ❖ Fosters positive relationships.

### **Facial Expression**

- ❖ When your face lights up, it creates positive energy;
- ❖ Tension is being broadcast in a tight-lipped mouth;
- ❖ Rolling eyes and disapproving looks reflect negative thoughts.

### **How to Have Good Eye Contact**

- *Position yourself at the same eye level as the other person;*
- *Look away from time to time in a relaxed, comfortable manner;*
- *Don't stare, squint or blink your eyes rapidly.*
- *Avoiding contact can make you seem sneaky, guilty, bashful, scared.*

## *active listening & effective speaking elements are the same*

**Body Position is important** - stand or sit at an angle toward the other person:

- ✓ Standing side-by-side may disconnect you from your partner;
- ✓ Standing face-to-face may be construed as “confrontational”; while
- ✓ Using good posture *reflects your confidence*.

**Gestures add life and meaning to your message**

- ✓ When not gesturing, refrain from:
  - ❖ Crossing your arms;
  - ❖ Fussing with your clothing, jewelry or hair.
- ✓ Choose instead to relax your arms at your sides and *be present*.



*Stand or sit at the same eye level to prevent the other person from feeling defensive.*

# *listening is **not** a passive activity*

## **To be a good listener:**



**The First Thing You  
Can Do is Stop  
Talking.**

**Prepare yourself to  
listen actively.**

**Do what you can to put the  
speaker at ease.**

**Good listeners can expect to make fewer mistakes, move creative and productive teamwork forward, and possess improved self-esteem and confidence.**





**ACTIVE LISTENING (TED<sup>X</sup> YOUTH) 3:18 MINS.**



A group of diverse people, including men and women of various ethnicities, are gathered around a table in what appears to be a meeting or collaborative work environment. They are looking at something on the table, possibly a laptop or documents. The image has a soft, slightly blurred quality. A semi-transparent white box with a thin border is centered over the image, containing text. Vertical orange lines are present on the left and right sides of the slide.

## **Active Listening Ensures “Message Received”**

*People respond to those who truly listen  
to what they have to say. Focus on  
listening more than you talk.*

# GROUP ACTIVITY – TABLE DISCUSSION

“Let’s Talk About You!”

## *Listening Skills Self-Inventory* *Pre-Session Work*

### ✓ #1-discussion at tables

- ❖ Discuss among tablemates whether or not their original estimate of their listening skills matched their *actual* scores they receive after taking the test.

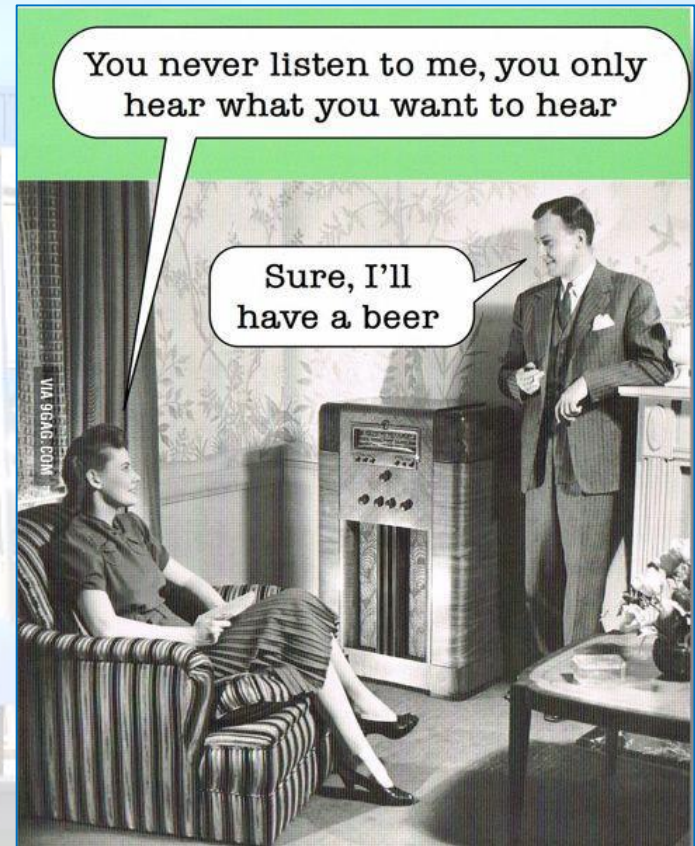
### ✓ #2-discuss with the larger group:

- ❖ Did any areas come up that surprised you?
- ❖ What area(s) will you work on first to improve your listening capabilities?

# A FINAL WORD ON IMPROVING YOUR LISTENING SKILLS...

***Listening is a learned skill, so don't expect changes overnight.***

Practice does help things improve, and the willingness to become a better listener makes all the difference in the outcome.



# TEAM CONFLICT

HIS FAULT

HER FAULT

THEIR FAULT

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HOW TO:

## EFFECTIVELY RESOLVE CONFLICTS IN THE WORKPLACE

*Identifying and resolving conflicts—an essential practical skill for the effective leader*

***“THERE ARE SOME PEOPLE WHO ALWAYS  
SEEM ANGRY AND CONTINUOUSLY LOOK FOR  
CONFLICT. WALK AWAY;***

***THE BATTLE THEY ARE FIGHTING ISN'T  
WITH YOU, IT IS WITH THEMSELVES.”***

***-unknown***



# Conflict Resolution



# DO YOU KNOW WHAT CONFLICT “LOOKS LIKE” IN THE FIRST PLACE?

- ✓ Conflict is inevitable when you work with others.
- ✓ Conflict between people on the same team comes from many areas:
  - ❖ A difference in perspectives;
  - ❖ Various ways of approaching work (even if *different way* results in the desired work product);
  - ❖ Work ethic;
  - ❖ Lack of background information/common context;
  - ❖ No shared understanding;

How **you** handle it determines whether it works to the team’s advantage or contributes to its demise.



*Under the right set of circumstances, differences can escalate to conflict and, left unresolved, turn to out-and-out office warfare.*

# HOW TO PREVENT CONFLICT IN THE FIRST PLACE

Even better than handling conflict when it arises, is developing behaviors that prevent conflict from becoming damaging or forming in the first place.

## Make it a Point to:

- ✓ Find things in common with your co-workers and other colleagues.
- ✓ Be honest.
- ✓ Avoid gossip.
- ✓ Compliment people on a job well done.
- ✓ Be approachable
- ✓ Deal with conflict as it arises, don't let conflict fester no matter how trivial it may seem at the time.



*Conflict within a team is much like a storm wreaking havoc only it's inside the office.*



## *THE CONFLICT-MONGER*

# WE ALL WORKED WITH “THAT GUY!” AT SOME POINT!

Do you have to deal with “*that* guy” or “*that* woman” at the office who thinks he or she knows it all, and let’s everyone know it?

- ✓ Individuals like this often create stress, cause negative emotions and take up the valuable time of every person on the team, including the supervisor.
- ✓ If you deal with this person or another type of angry or challenging personality, it’s so easy to *feel* that you have **zero** control over the situation.
- ✓ But that’s not true! You do have control, it just needs to be exerted.
- ✓ Instead of “putting up with it” from a rude or miserable person *or* retaliating, **shift your mindset and your** and **address the situation.**

*Here’s how...*

# MEET THE PROBLEM PEOPLE--THEY ARE THERE!

- ✓ **Late Comer** – Makes a commotion and wants to be caught up.
- ✓ **Early Leaver** – Drains the energy of the meeting.
- ✓ **Broken Record** – Brings up same thing over and over.
- ✓ **Doubting Thomas** – Constantly puts everything down.
- ✓ **The Head Shaker** – Nonverbally disagrees in a dramatic and disruptive manner.
- ✓ **The Dropout** – Sits at the back of the room, doesn't say anything or reads a book or doodles.
- ✓ **The Whisperer** – Constantly whispering to a neighbor and is one of the most irritating of the problem people.
- ✓ **The Loud Mouth** – Talks too much and too loud, dominates the meeting and is seemingly impossible to shut up.

## *meet the problem people*

- ✓ **The Attacker** – launches personal attacks on another group member or on you as facilitator.
- ✓ **The Interpreter** – always speaks for other people.
- ✓ **The Gossiper** – introduces hearsay and gossip into the meeting.
- ✓ **The Know It All** – uses credentials, age, length of service or professional status to argue a point.
- ✓ **The Backseat Driver** – keeps telling you what you should be doing.
- ✓ **The Busy Body** – is always ducking in and out of the meeting.



Finding a Strategy for Resolving Conflict (2:56 mins)

From Mind Tools

# *How To Resolve The Conflict:* **WHAT YOU CAN DO!**

Whether starting anew with the same team or starting with a new team, anticipate that there may be conflict within the team at some point, and, when it does occur, handle it right away.

- ✓ Put up a “shield” and do not let others get to you, no matter how hard they may try!
- ✓ Respond assertively by using
  - ❖ “Fogging:” Briefly paraphrasing/repeating their comment.
  - ❖ Being a “broken record”: Repeating your comment.
- ✓ Exercise politeness by buffering negativity and aggression
  - ❖ Recognize their need for positive comments;
  - ❖ Recognize their need to be heard and understood; and
  - ❖ Determine “Who owns the problem??”
    - Hint: The person who is unhappy owns the problem and is responsible for solving it!

## ✓ **Agree to a cooperative process**

- ❖ This means putting the team **FIRST**, and may involve setting aside your opinion or ideas for the time being, ensure safety for those who speak up, this is not the time for retaliation.
- ❖ If someone wants to win more than he wants to resolve the conflict, you may find yourself at a stalemate.

**It is important to make other people feel safe when you are giving feedback.**

### **Let them know:**

- ❖ You have their best interests in mind.
- ❖ You respect their opinion.
- ❖ You have the best motives in mind.

When someone doesn't feel safe, even well-intentioned comments are suspect – and people get defensive.

**Instead of retaliating, address the points of conflict in the office**



# HOW TO PREPARE FOR CONFLICT RESOLUTION

Before you engage with the person with whom you have a conflict, first take a moment to remember these ground rules.

- ✓ **Avoid evaluating the other** person's motives and making attributions, let her explain.
- ✓ **Engage in *dual perspective***
  - ❖ Understand both your own and another person's perspective, beliefs, thoughts, or feelings.
- ✓ **Think about what you will say** before you confront the other person.
- ✓ Phrase your request in a way that focuses on **common ground**:
  - ❖ Don't take jabs at their capabilities, after all, they did get the job.
  - ❖ Be forthright not passive-aggressive.

**“COMPLAINING NOT ONLY RUINS  
EVERYBODY ELSE'S DAY, IT RUINS THE  
COMPLAINER'S DAY, TOO. THE MORE WE  
COMPLAIN, THE MORE UNHAPPY WE GET.”**

**— DENNIS PRAGER**





# ***HOW TO RESOLVE CONFLICT***

## **FIVE STEPS THROUGH THE DIRECT EXPRESSION OF FEELINGS**

In Conflict Resolution, it's vital that the parties in conflict clearly state what they are feeling, what makes them feel that way and what the other party needs in order for them to let go of their side of the conflict. There are five steps that may be employed to resolve the conflict and allow the individuals and the team to move on.

**1. State the feeling:** I feel \_\_\_\_\_  
(angry, upset, annoyed)

*Example: "I feel angry and perturbed."*

### **Handy Hint**

Keep it simple and just state what you are feeling.

## ***how to resolve conflict***

### **Five Steps Through The Direct Expression Of Feelings**

**2. Behavioral Description:** Describe the behavior that is related to the feeling in Step 1.

*Example: The Local newspaper said that you do not think our students are prepared and we teach too many remedial classes.*

*This also should be a DESCRIPTION, not an evaluation of their behavior.*

#### **Handy Hint**

**The behavior didn't CAUSE the feeling, YOU decided to feel that way!**

# *how to resolve conflict*

## Five Steps Through The Direct Expression Of Feelings

### **3. Describe Two Possible Alternative Explanations for the Person's Behavior**

*Example: "Perhaps they misquoted you or pressured you for your comment."*

#### **Handy Hint**

Many times, people do not have a negative intention and simply do not know that something bothers you.  
They don't read crystal balls – you need to tell them.

### **4. Behavioral Prescription: Prescribe what you would like the person to do in the future.**

*Example: "I think it is important that we support our department and do not complaint about them 'out there' on the college campus."*

#### **Handy Hint**

Make sure you avoid evaluating language and simply describe the behavior you would appreciate.

## ***how to resolve conflict***

### **Five Steps Through The Direct Expression Of Feelings**

**5. Request Feedback:** Indicate your willingness to hear others' points of view.

*Example: "How do you feel about that?  
I would really like to work this out."*

#### **Handy Hint**

**Be *genuine*** in wanting to hear the other person's point of view.



**A SELF-ABSORBED PERSON ONLY  
CAN SEE THE FAULTS OF OTHERS  
BUT THEY ARE OFTEN COLOR BLIND  
TO THEIR OWN.**

**#QUOTING.COM**



# GROUP ACTIVITY

## “Resolving Conflict”

**Task #1** -- Assign Group Roles (if necessary, one person can have multiple role);

- ✓ Facilitator - makes sure everyone voices an opinion
- ✓ Time keeper
- ✓ Note taker
- ✓ Speaker - will concisely report out the group’s summary

**Task #2** Discuss *Primary Scenario*, and be prepared to have your Speaker report out your findings (approximately 10 minutes)

**Task #3** (Time Permitting) Discuss *Secondary Scenario*, and be prepared to have participate in that Scenario discussion.

## *Group Activity*

# **SCENARIO #1, NASTY CONFLICT**

- ✓ You are in a department meeting discussing future plans. You state a strong and well-supported position. A coworker (who has been at the college 5 years longer than you) disagrees with your views. As the conversation continues, others begin to take your side, which further agitates your coworker who then directs comments at you such as, “That is how we have always done here at the College”, “You just don’t know what you are talking about”, “Our administration will never go long with your ill-conceived plan”, and “That is the dumbest plan since....”..
- ✓ Using the guidelines provided in the presentation, how would you react in the meeting, and would you do anything afterwards?

## *Group Activity*

# **SCENARIO #2, SCATHING EMAILER**

- ✓ You have always tried your best to perform your duties with excellence. An employee from another department that you know by name, by not well, greatly misinterprets your actions and sends a scathing email attacking your integrity, professionalism and common decency.
- ✓ To show how upset they are, they also include your boss, bosses boss, the Chancellor and selected Board Members in the distribution list.
- ✓ Using the guidelines provided in the presentation, how would you respond?



## *Group Activity*

# **SCENARIO #3, UNCOOPERATIVE**

- ✓ A colleague in your department exhibits persistent work behaviors that you believe border on unprofessionalism. They refuse all optional, but expected work (faculty evaluations, committee assignments, hiring committees, textbook selection), leaving it to others in your department. They do not respond to emails or phone calls, appear late to meetings and appear to be abrupt or even rude to colleagues and students.
- ✓ Using the using the guidelines provided in the presentation, how would you respond?



*Group Activity*

## **SCENARIO #4, “ALTERNATIVE FACTS”**

- ✓ You discover that a colleague, who you have had an infrequent, but cordial relationship you has lied to you and others on a substantial issue that derails an important conversation. This is not a disagreement of opinion, but a knowing misstatement of fact.
- ✓ Using the using the guidelines provided in the presentation, how would you respond?

*in summary*

# DEALING WITH CONFLICT IS MORE SUCCESSFUL IF YOU



- ✓ **Hear the person out** don't interrupt or express concern.
- ✓ **Employ your active listening skills:** Paraphrase your understanding of the other person's concerns and ask questions.
- ✓ **Look for common ground** and shared interests.
- ✓ **Ask the other person** to suggest alternatives.
- ✓ **Meet privately** with the colleague.
- ✓ **Suggest a team building day/team workshop** focused on conflict resolution within the team.
- ✓ **Address your feelings directly.**



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HOW TO:

# FACILITATE EFFECTIVE, QUALITY MEETINGS

*Facilitating committee meetings that run smoothly from planning to execution!*

# THE IMPORTANCE OF LEADERS -- WHY MEETINGS NEED FACILITATORS



In today's business environment, **it is impossible not to attend meetings** – staff meetings, project meetings, task force meetings, committee meetings, planning and coordinating meetings – the list is nearly endless.

**Today, we will focus on the facilitator's role in effective Committee meetings.**

- ✓ **Effective meetings happen** when proper attention has been paid to the process elements and when the proceedings are skillfully facilitated.
- ✓ **When skillfully facilitated, the outcomes are typically met and** accompanied by full understanding of the decision-making, buy-in has been obtained and the committee has set itself up to effectively implement the plans.

# WHAT IS YOUR ROLE AS A “FACILITATOR” IN THE FIRST PLACE?

## ✓ **The Facilitator’s Tasks Include:**

- ❖ Helping decide the structure and process of the meeting;
- ❖ Estimating a realistic timeframe during which all items on the agenda can be thoroughly discussed;
- ❖ Regulating the flow of discussion – drawing out the typically quiet committee members while limiting input from those who tend to dominate the conversation;
- ❖ Clarifying and summarizing points; and
- ❖ Staying on topic and ending on time.



# YOUR ROLE AS THE MEETING LEADER ALSO INCLUDES:

## ✓ **Preventing a Filibuster**

- ❖ Move quickly and discipline your body language
- ❖ Move toward the person who does all the talking
- ❖ When he/she looks at you or stops to take a breath, leap in and turn to someone else
- ❖ If you do this a few times and the person still doesn't get the hint, you may have to be blunt and say "Bob, you're sure doing a lot of talking. Let's hear from some of the other people."
- ❖ The secret is obvious – be gentle but firm

## ✓ **Avoiding Repetition**

- ❖ Record group summary on flip chart and refer to it
- ❖ Focus and inspire closure, if needed, consensus
- ❖ Ensure that agitation is directed at ideas – not people
- ❖ Don't allow interpersonal conversations to hijack the flow of the meeting.

## ✓ **Holding your fire**

- ❖ Focus on problem solving
- ❖ Ask people to say what they like about the ideas, findings
- ❖ Guard the rights of the less articulate and more polite.
- ❖ Don't let anyone bully others (Joyce's ideas are just as important as anyone else.)

## ✓ **Holding your fire**

- ❖ Focus on problem solving.
- ❖ Ask people to say what they like about the ideas, findings.
- ❖ Guard the rights of the less articulate and more polite.
- ❖ Don't let anyone bully others.
  - Joyce's ideas are just as important as anyone else's.



## ✓ **Seeing Yourself as Others See You**

- ❖ Assess your nonverbal communication.
- ❖ Assess your tone.
- ❖ Be aware of “space” (don't put anything in between you and others – like a table or counter).
- ❖ Make eye contact.
- ❖ Acknowledge those who wish to speak.
- ❖ Thank people – *manners matter*.



*Do you see yourself as others see you?*



# YOU ALSO NEED TO LEARN ... WHEN TO HAVE A MEETING (& WHEN NOT TO)

## ✓ **Have a meeting if:**

- ❖ You want information
- ❖ You need to solve a problem/make a decision
- ❖ There is something that needs to be clarified
- ❖ You have concerns you want to share
- ❖ This is something that needs to be dealt with that includes people from various groups
- ❖ There is something (problem) that needs to be dealt with but it is not clear what it is or who is responsible

## ✓ **Don't have a meeting if:**

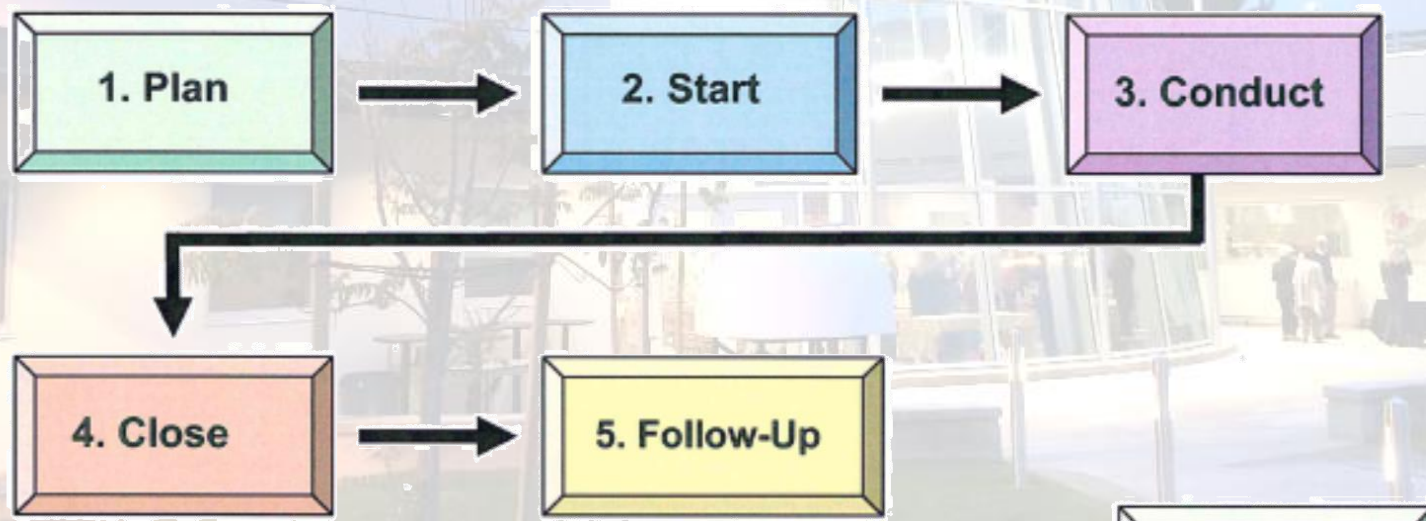
- ❖ You are not ready - little information or poor preparation
- ❖ It could be handled by phone or one-on-one discussion
- ❖ It is confidential
- ❖ You have already decided
- ❖ Too much tension exists to work together now

# Before Planning a Meeting, Ask Yourself:

- ✓ Why are we having a meeting?
- ✓ What are the expectations?
- ✓ What type of meeting is this?
- ✓ Who needs to be there?
- ✓ What investment and participation is desired?
- ✓ Where will you meet and who is doing setup?
- ✓ Who will do what?
- ✓ Who can make decisions?
- ✓ What methods/techniques will be used to discuss, plan, problem solve and decide?
- ✓ How much time will get spent?
- ✓ Will there be presenters?
- ✓ What kind of minutes will there be?
- ✓ What are the desired outcomes?

Meeting leaders aim for exceptional outcomes or decisions that are supported with the commitment required to see them effectively implemented.

To assist in achieving the desired results at their meetings, outstanding leaders use processes similar to that shown below:



*step one:*

## *How to Plan An Effective Meeting*

**The success of a meeting depends on the preparation work that has been done.**

### **Define the Meeting Purpose and Outcomes**

- ✓ The first step is to articulate the overall meeting purpose.
  - ❖ *Example:* We're here today to review, brainstorm and prioritize solutions for improving our team functioning.
- ✓ Next, it's essential to understand and clearly articulate the expected outcomes for each agenda topic.
  - ❖ Here's an example
    - a. To decide on...where we're going to move, top 3 priorities, etc.)
    - b. To action plan (how are going to achieve our top 3 solutions?)
    - c. To problem-solve..(Identify bottlenecks in work cycle, gaps, etc.)
    - d. To share information on...(our status, best practices, etc.)

# DEVELOP AND DISTRIBUTE AN AGENDA...*AHEAD OF TIME*



## **A complete agenda includes the:**

- ✓ Name of the group
- ✓ Title of the meeting
- ✓ Meeting called by
- ✓ Date, starting time and place
- ✓ Ending time
- ✓ Desired outcomes
- ✓ Background materials
- ✓ Please bring...
- ✓ Order of items – persons responsible and time allocated

- ✓ Developing the agenda ahead of time and distributing to the members, ideally, a week in advance turns the humble agenda into a valuable meeting preparation and management tool.
- ✓ Providing the agenda in advance also allows committee members to do their homework and come prepared to contribute in a meaningful fashion.

**Template: Agenda Worksheet**

**Group/Department/Unit:**

**Meeting Leader:**

**Meeting Date:**

**Minute-taker:**

**Time:**

**Location:**

**Attendees:**

**SAMPLE TEMPLATE FOR AN EFFECTIVE AGENDA**

**Overall Meeting Purpose: (or Terms of Reference)**

The purpose of this meeting is to: \_\_\_\_\_

**Agenda:**

Topic	Purpose	Lead	Time	Come Prepared To	Outcomes
Meeting Effectiveness	To decide on how to improve the team meetings.	Sarish	15 min	No preparation required	Define 2 meeting improvement techniques

Describes what is to be achieved by the end of the discussion for each topic.

Gives members information as to what will be expected in the meeting and if advanced preparation is required.

Column to record decisions and commitments made.



**TIPS:**

- **Distribute the agenda to all participants 1 week before meeting**

*step one*

# IDENTIFY PARTICIPANTS

When you identify meeting members, consider their contribution against your rationale for inviting them to the meeting.

- ✓ To determine the rationale, ask yourself the following questions:
  - ❖ Will each person bring a necessary and particular expertise?
  - ❖ What will they gain from attending?
  - ❖ In what ways will they contribute to the decision-making process?
- ✓ The meeting leader's answers to these questions require subjective judgement.

***Determine which Participant will Carry Out Each Role***

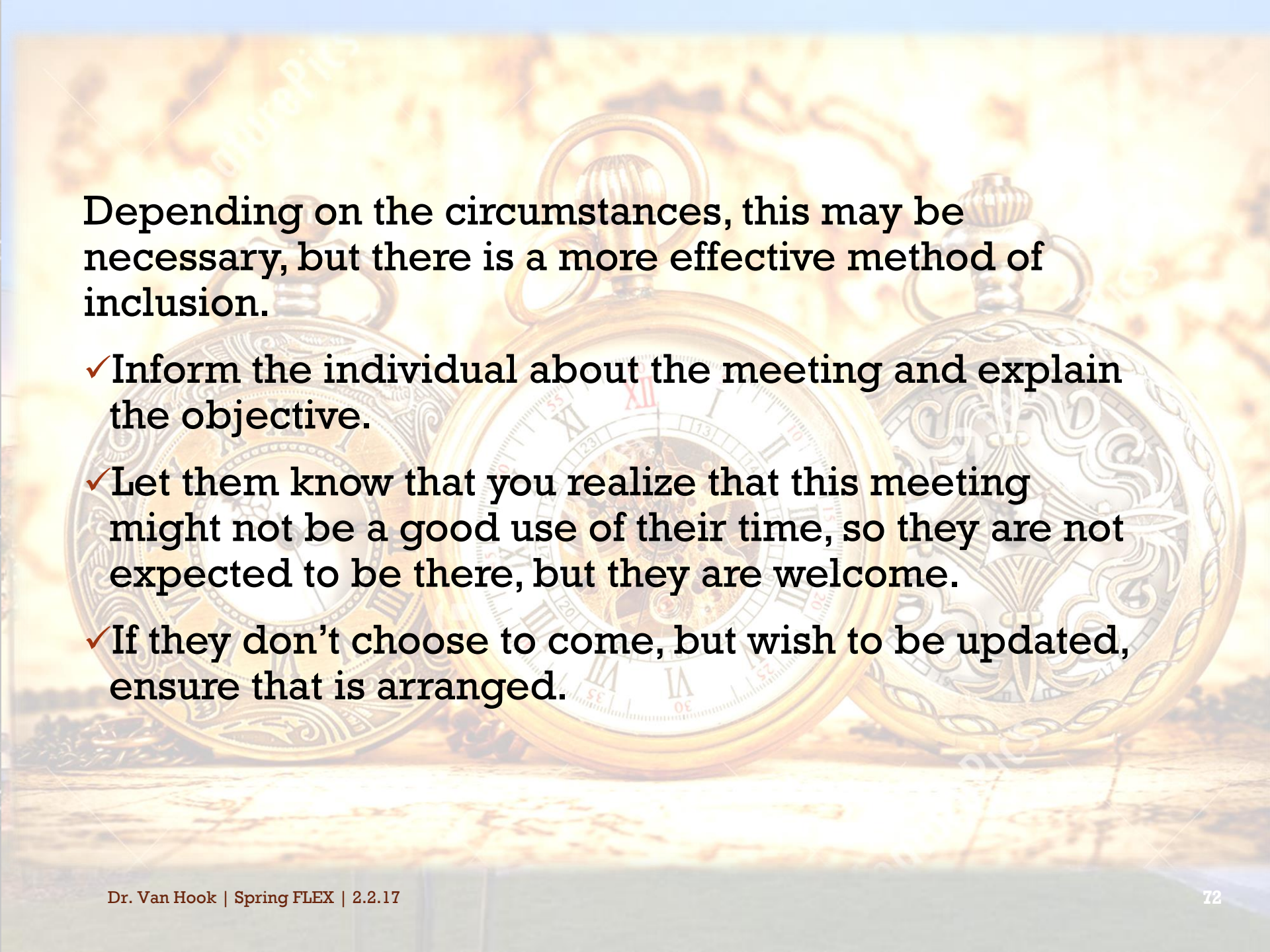
Facilitate

Record

Actively Participate

Prepare

Take it Seriously

The background of the slide features three ornate, antique pocket watches resting on a stone surface. The watches are highly detailed with intricate engravings and Roman numerals on their faces. The lighting is warm and golden, creating a soft glow around the watches and highlighting their metallic textures. The watches are arranged in a slightly overlapping manner, with one in the foreground and two behind it.

Depending on the circumstances, this may be necessary, but there is a more effective method of inclusion.

- ✓ Inform the individual about the meeting and explain the objective.
- ✓ Let them know that you realize that this meeting might not be a good use of their time, so they are not expected to be there, but they are welcome.
- ✓ If they don't choose to come, but wish to be updated, ensure that is arranged.



# DECIDE ON THE TOOLS YOU WILL USE IN MEETINGS THAT ARE INTERACTIVE

- ✓ Problem-solving
- ✓ Planning
- ✓ Decision making
- ✓ Discussing
- ✓ Presenting
- ✓ And more (see ToolBox)



*step two:*

# HOW TO START AN EFFECTIVE MEETING

## ✓ **Welcome committee members to the meeting**

- ❖ Don't move too quickly into information that is important for every one to hear; they may not be mentally present right off the bat. Give them some time and space to settle down.
- ❖ Introduce any ad hoc members.

## ✓ **State the overall purpose and desired outcomes of the meeting**

- ❖ It only takes a few minutes and provides critical focus.
- ❖ It clarifies what the group wants to achieve and helps keep the group from going off topic.



*Effective Facilitators check for understanding and consensus on the purposes and outcomes at the beginning of the meeting.*

✓ **Agree on “Group Norms,” i.e., What You’ll Tolerate as a Group and Post Them**

- ❖ Ground rules on cell phone use & texting;
- ❖ Not talking over the top of each other;
- ❖ Be respectful to all ideas; and
- ❖ Remember that everyone gets a chance to talk, etc.

✓ **Review the agenda** with the group and make any changes in timing if required, as well as additions and deferrals.

✓ **Clarify and agree on team member roles:**

- ❖ Chairperson;
- ❖ Facilitator;
- ❖ Minute taker;
- ❖ Timekeeper; and
- ❖ Scribe.

✓ **Productive meetings require people to play defined roles.**

Dr. Van Hook | Spring FLEX | 2.2.17



*It’s helpful to agree on some group norms prior to the meeting, such as “no texting during this meeting.”*

*step three*

## HOW TO CONDUCT THE EFFECTIVE MEETING

Step three is where the bulk of the tasks are accomplished through discussion, decision making and problem solving.

**At this step, meeting leaders:**

- ✓ Generate participation
- ✓ Manage participation
- ✓ Make periodic process checks to keep things on track

# Generating Participation

This can be achieved in many ways, including techniques designed to get the most reluctant and shy participants to get actively involved.

## ✓ **Sample Technique A – Discussion Partners**

- ❖ Can be used at the start of any discussion.
- ❖ Pose a question to a large group.
- ❖ Ask everyone to find a partner to discuss the question.
- ❖ Have each pair share the highlights of their discussion.

## ✓ **Sample Technique B – Tossed Salad**

- ❖ Place a plastic bowl on the table and give small pieces of paper to the group and ask people to write one idea per paper.
- ❖ Have them toss their slips into the bowl.
- ❖ When everyone has finished writing, have one person “toss the salad.”
- ❖ Pass the bowl so that each person can take out as many slips as they submitted.
- ❖ Go around the table and have people share their ideas.

## ✓ **How to handle silences**

### ❖ **Analyze the silence.**

#### ❖ **Is it due to:**

- Pondering and thinking?
- Because they are confused?
- Because they are lost?

### ❖ **Ask for help**

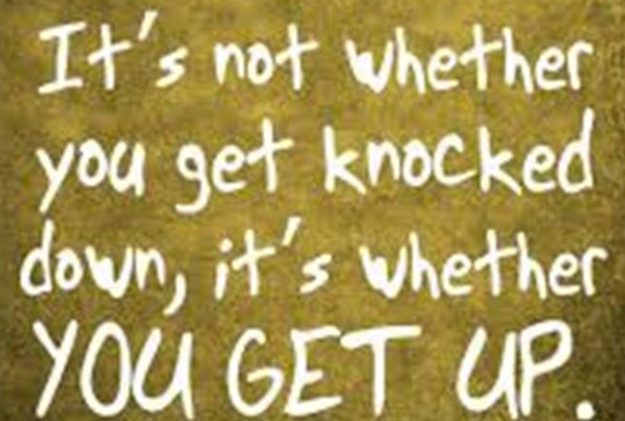
- ❖ **What do you know?**
- ❖ **What should we do next?**

### ❖ **Take charge and suggest what is next if no one does it for you.**

# GREAT TIPS FOR EFFECTIVE MEETINGS

## ✓ **How to Involve Participants**

- ❖ Be positive and encouraging.
- ❖ Ensure that everyone can be heard.
- ❖ Protect people from personal attacks.
- ❖ Start the meeting on a positive note.
- ❖ Provide feedback on the progress of the meeting.



It's not whether  
you get knocked  
down, it's whether  
**YOU GET UP.**

VINCE LOMBARDI

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## **After Generating Participation, the meeting leaders are now on the lookout for disruptive or difficult behavior (at COC? As if!)**

- ✓ Those demonstrating non-productive behaviors are experiencing:
    - ❖ Fear;
    - ❖ Frustration; or
    - ❖ A need not being met.
  - ✓ They may have zero intent to sabotage the meeting, and may not even be aware of the impact of their behavior on others.
- ✓ When this happens, identify the behaviors that are hindering the group process and stop to check with the group to determine if:
    - ❖ People are discounting each other;
    - ❖ The meeting has gone off on a tangent or completely digressed;
    - ❖ Everyone has fallen silent;
    - ❖ One person is dominating the conversation or another is being sarcastic.



***YOU'LL BE AMAZED TO SEE HOW MUCH  
TRYING EVEN A TINY BIT MORE CAN  
GIVE YOU AN ABUNDANT AMOUNT OF  
RESULTS.***

***#BossBabe®***



## **Making periodic process checks, i.e., ensure the meeting has stayed on track with these tips:**

### **✓ Check the purpose**

- ❖ Use this when the conversation seems to be stuck or when people appear to be confused.
- ❖ Ask: Is everyone still clear about what's being discussed?

### **✓ Check the process**

- ❖ Use this to verify if the approach is working
- ❖ Ask: We agreed that we would use this tool. How do you think this approach is working? Should we try something else?

### **✓ Check the Pace**

- ❖ Use this when things seem to be dragging or moving too fast or anytime people look frustrated
- ❖ Ask: Is this session dragging or are you feeling rushed?

***Help Everyone To Participate | Be Positive | Be Humorous***

# BE AWARE OF WHAT CAN GO WRONG IN MEETINGS

- ✓ ***Multi-headed Animal Syndrome*** - Everyone going in different directions at the same time.
- ✓ ***Lack of Clarity About Process and Content*** – Are we talking about “what” to discuss or “how” to do it?
- ✓ ***Personal Attacks*** – Attacking individuals versus their ideas.
- ✓ ***Traffic Problem*** – Difficulty in getting into the conversation and getting a chance to speak.
- ✓ ***Understanding Roles and Responsibilities*** – Not knowing who is doing what.
- ✓ ***Data Overload*** – Too much, too detailed information at one time.

# AVOID

- ✓ **Repetition and Wheel Spinning** – Going over old ideas over and over again
- ✓ **Win/lose approach to decision making:** partial solutions, polarization, compromises or low commitment.
- ✓ **Confused objectives and “expectations”**
  - ❖ Why was the meeting called?
  - ❖ What are we supposed to be doing?
  - ❖ What is your hidden agenda?
- ✓ **Problem avoidance** – Not willing to tackle/solve anything, putting it off.
- ✓ **General reporting and lack of clarity** – nothing we can do about it – so why try?
- ✓ **Communication Problems**
  - ❖ Not listening
  - ❖ Not understanding
  - ❖ Making faulty assumptions
- ✓ **Poor meeting environment:** Can't see, can't hear, too stuffy
- ✓ **Personality Conflicts**
- ✓ **Lack of clarity of roles**
- ✓ **Underlying tension**
- ✓ **Racism**
- ✓ **Sexism**
- ✓ **Silo-istic**

*step four*

## **CLOSING THE EFFECTIVE MEETING**

### ✓ **Setting Aside Time for Q&A:**

- ✓ If you seemed rushed, participants will not ask questions for fear of making you late to your next engagement.

### ✓ **Preventing the Door Dash by**

- ❖ planning your meeting with a timed agenda
- ❖ keeping track of time
- ❖ minimizing distractions

### ✓ **Ensuring the final discussion includes a:**

- ❖ summary of the decision(s) made;
- ❖ review commitments to action;
- ❖ solicitation of agenda items for the new meeting; and
- ❖ review of the time and location for the next meeting.

*step five*

## **FOLLOWING UP AFTER THE EFFECTIVE MEETING**

**Be a memorable meeting facilitator for all the right reasons :**

- ✓ Distribute an exit evaluation to gather feedback;
- ✓ Announce specific follow-up plans and how they will be handled; Post or distribute your presentation, minutes or any follow up forms or “assignments” ASAP after the meeting;
- ✓ File your documents and notes, so you may find them later to answer any questions attendees may have; and
- ✓ Check in with meeting attendees a few days after the meeting to determine if they need assistance with any follow up assignments.

# WHAT ABOUT THE MINUTES? WHY A GROUP SUMMARY IS IMPORTANT

**A group summary is more commonly known as “meeting minutes,” which:**

- ✓ Records the pet peeve or personal preference that **one person** has and continually reminds the participants about, taking up valuable time.
- ✓ Keeps the group on course instead of spinning its wheels, covering the same territory over and over again because it can't remember what it did and decided the last several meetings.
- ✓ Places a “bookmark” in the conversation between meetings: If so much information is discussed that you are overwhelmed, confused, people ask (or feel like asking):
  - ❖ What are we talking about now?
  - ❖ Where are we?
  - ❖ Help eliminate a sense of confusion!
- ✓ Keeps everyone up to speed, even the late comers.
  - ❖ Someone comes in late and the chair starts over from the beginning. This wastes the time of everyone.

Minutes Help You Focus and Not Forget

***“WHAT WE SEE DEPENDS ON WHAT WE THOUGHT BEFORE WE LOOKED.”***

**~MYRON TRIBUS**





# GROUP ACTIVITY

## “Facilitation Challenges”

**Task #1** -- Assign Group Roles (if necessary, one person can have multiple role);

- ✓ Facilitator - makes sure everyone voices an opinion
- ✓ Time keeper
- ✓ Note taker
- ✓ Speaker - will concisely report out the group’s summary

**Task #2** Discuss *Scenario*, and be prepared to have your Speaker report out your findings (approximately 10 minutes)

**BEFORE YOU ARE A LEADER, SUCCESS IS  
ALL ABOUT GROWING YOURSELF. WHEN YOU  
BECOME A LEADER, SUCCESS IS ALL ABOUT  
GROWING OTHERS.**

**—Jack Welch**





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# ***YOUR NEXT STEPS***





# Imagine the Possibilities...

Working Together

Investing Together

Designing Together

Building Together

Learning Together

Thinking Together

Leading Together

# MOTIVATE YOU! “THE POWER OF CHANGE”



**Any questions?**

