Advanced Leadership Communication

Working with Teams – Part I: Running Effective Meetings

March 2, 2016
Meeting Planning Checklist

• Why meet?
• Who to include?
• What to discuss?
• How to record ideas?
• Where to meet?
# Meeting Goals and Purpose

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<th>Identifying problems</th>
<th>Solving problems</th>
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Balancing Competing Needs

• Maximize speed
• End on time
• Prioritize task by emphasizing a fast decision
• Be individually accountable; resist “groupthink”
• Work with limited perspective and resources

• Maximize input
• Take time needed to be thoughtful & creative
• Prioritize process by promoting discussion and inclusion
• Be mutually accountable: move with the group
• Work with diverse perspectives and resources
Who to Invite?

• How many participants?
• What type of group do you want?
• Who needs to be there?
• How much background or new information do they need?
Orchestrate the Roles

• Who will serve as facilitator?
• Who will serve as scribe?
• Who will serve as timer?
• Who will serve as minutes writer?
Set the Agenda

- Specify the purpose and the participants
- Schedule agenda items
- Explain each agenda item
- Decide on the discussion format
- Decide on a decision-making technique
- Distribute the agenda in advance
Opening the Meeting

Set the tone
Remind participants of their roles
Reach agreement on ground rules
Involve people early
Mental Listening Skills

• Remove internal and external barriers
• Show an active interest in understanding others
• Hear the difference between issues and motives
• Distinguish between logical and emotional content
Nonverbal Listening Skills

• Posture – “an open center”
• Eye contact – “listening/speaking connection”
• Facial expressions and nodding
• Hand and arm gestures
• Awareness of others’ body language
Decision-making Models

- Executive or expert decisions
- Majority vote
- Consensus
Ending the Meeting

• Know when to end
• Summarize the meeting
• Confirm the summary
• End on a positive note
• Follow-up to ensure implementation
Preview of Mon. & Wed. Classes

• Leadership Communication: Presenting to a Hostile Audience

• Enjoy SIP & Spring Break

• March 28th Class: Leadership Communication: Working with Teams: Part II (Team Roles)

• READ: The Process of Building and Maintaining a Group, by E. Schein