



Meeting Management

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The Best and the Worst of Meetings

Effective Meetings	Ineffective Meetings
People come to meetings prepared	Nobody prepared
Meetings start and finish on time	Meetings start late and end late
Everyone gets to talk	Certain people dominate the conversations
Decisions are made by the group	Certain people dominate decisions
Actions get accomplished	Nothing gets accomplished
Someone takes notes or minutes	No record of meetings so discussions occur over and over again
Agenda is prepared	No agenda
Have a chance to see the agenda ahead of time	
Can add to the agenda	





Agenda

- Basics of effective meetings
 - Before
 - During
 - Dealing with people
 - Dealing with content
 - After



Before a meeting

1. Clarify purpose and goals
 - a) Define roles
2. Create an agenda
3. Schedule the meeting
4. Send out agenda/supporting info
5. Make room arrangements/set up room



Before the meeting

The chair **must** decide on the purpose

- Why are you meeting?
- What do you need to accomplish?
- What type of meeting will you be hosting?
 - Information meetings
 - Problem-solving meetings
 - Brainstorming meetings



Potential roles in meetings

- Leader/chair
- Facilitator
- Secretary
- Time keeper
- Recorder




Scheduling the meeting



- When
- Who
- Where



What should you include in your agenda?



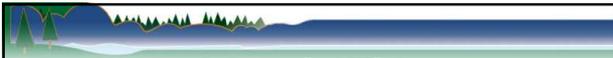
Agenda

<input checked="" type="checkbox"/> Staff Meeting		
Date:	_____	
Start End Time:	_____	
Location:	_____	
Purpose of Meeting:	_____	
Note Taker:	_____	
Time Range:	_____	
Attendees:	_____	
Unable to Attend:	_____	
--- AGENDA ---		
AGENDA ITEM	WHO	AMOUNT OF TIME
ACTION ITEMS:	PERSON RESPONSIBLE:	DEADLINE:

Action terms

- Decide
- Discuss....
- Review....
- Select....
- Finish....



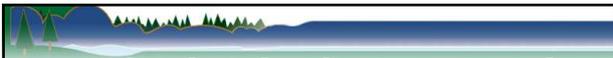


Agenda Tips

- Post it ahead of time
- Example of well and poorly written agenda items

Poor	Better
<ul style="list-style-type: none"> • Deer population • Dates 	<ul style="list-style-type: none"> • Review deer population data • Identify and define key decision dates

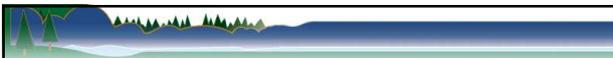




Agenda tips for larger meeting

- Create a subcommittee of two or three people to help plan agendas.
- Decide on decision making techniques
- Spend time at the end of each meeting identifying key issues for the next agenda.
- Send out a call for agenda items before the meeting.





Room set-up

- Necessary technology
 - Technology set-up
 - Working knowledge of technology
- Set tables up ahead of time
 - Square
 - Teams
 - U-Shape
 - Classroom





How would you prepare?

- You want to involve your group in solving a problem or making a decision.
- There is an issue that needs to be clarified.
- There is a problem that involves people from different groups.
- There is inadequate data or poor preparation.
- The subject is trivial.
- The decision-maker has their mind made up.
- There is anger and hostility in the group and people need time to cool down.





Prep time is over, it's time to start the meeting.....





During the meeting

1. Start on time
2. Review agenda
3. Keep discussion focused
4. Encourage participation
5. Help group come to decisions
6. Summarize decisions
7. Agree on action plan
8. Draft agenda for next meeting(s)
9. Evaluate meeting



During the meeting

You have two key areas:

- o **Content:** the subjects for discussion, the task or problem being solved, the decisions made, the agenda items, and the goals.
- o **People:** how group relations are maintained, the facilitation tools being used, the rules, the group dynamics, and the climate.



Decision making models

- Team leader decides and informs the team
- Team leader gathers input from team then decides
- Consensus decisions
- Consensus with a fallback
- Team leader sets constraints and delegates decisions to team members



During the meeting: Tools

- Flip-Chart/White Board/Chalk Board
- Brainstorming (variety of methods)
- Multi-voting
- Zero-Ten rating
- Criteria matrix



Criteria Matrix

Criteria	Weight 1-3	Solution 1	Solution 2	Solution 3



Criteria Matrix

Criteria	Weight 1-3	Solution 1	Solution 2	Solution 3
Increase tourism				
Decrease Deer-Car Collisions				
Larger bucks				
More Does				
Decrease Crop Damage				
Ecological balance				

Decision making pitfalls

- Groupthink
- Primary/Recently Effect
- Confirmation Bias

B

C

A





Common Problems

- Finishing on time
- Can't make decisions
- Dominant participants
- Silent participants
- Rehashing decisions
- Deal with small fires but not larger issues
- Key persons don't attend
- Lack of follow-through on tasks

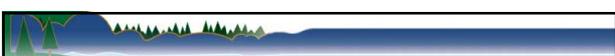




Wisconsin
Department of Natural Resources

What about the people?

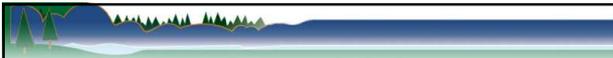




Positive team behaviors

- Cooperating
- Clarifying
- Inspiring
- Harmonizing
- Risk-Taking
- Process Checking
- Self-Facilitation

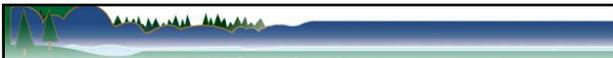




Dealing with negative behaviors

- **Prevent** and **Anticipate** it
- **Avoid** blaming the person, everyone owns it.
- **Ignore** it-Let it work itself out
- **Confront** the behavior (be direct and specific)



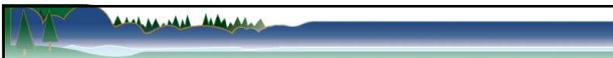


Having Difficult Conversations



1. Know how you react
2. Decide to have it or not....
3. Think it through before you speak





Having Difficult Conversations



4. Use "I" statements, not "You"
5. Be clear and concise
6. Prepare the group or person

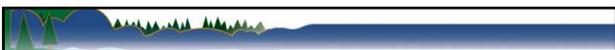




Hearing difficult feedback: Tips

- Breathe
- Listen to what they are saying
- This is their reality
- Acknowledge the feedback by paraphrasing
- Ask questions for clarity, ask for specific examples or stories
- Own what is true
- Take it professionally, not personally

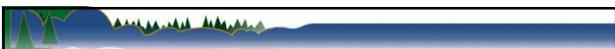




Problematic behavior

- **Dominating:** Takes a lot of the meeting time expressing self-views and opinions. Tries to take control by use of power and time.





Problematic Behavior

- **Rushing:** Encourages team to move on before task completion. Gets "tired" of listening to others, working as a team.



Problematic Behavior

- **Withdrawing:** Removes self from discussions of decision-making. May want to take control by withdrawing.



Problematic Behavior

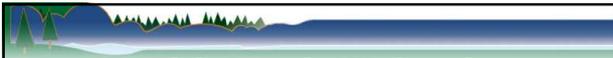
- **Discounting:** Disregards or minimizes team or individual ideas or suggestions.



Problematic Behavior

- **Digressing:** Rambles, tells stories, take team away from primary purpose/agenda.





Problematic Behavior

In your tables talk about how you could respond to these behaviors:

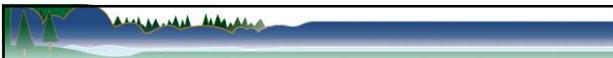
- Dominating
- Rushing
- Withdrawing
- Discounting
- Digressing





Conflict within teams: The good and the bad



Conflict Management Styles

- **Avoid** - "Let me out of here"
- **Compromise** - "Let's split the difference"
- **Compete** - "Out of my way"
- **Accommodate** - "Whatever you say"
- **Collaborate** - "Let's both win"

Flexibility is key!



Common Causes of Conflict

- Differing attitudes, values or perceptions
- Disagreements about needs, goals, priorities and interests
- Poor communication
- Lack of teamwork
- Inadequate resources



Signs of Conflict

- Avoidance
- Gossip
- Undermining others
- Secret meetings
- Excluding
- Increased disagreements
- Lack of respect



Minimizing Conflict

- Address conflict early
- Share information
- Encourage healthy conflict
- Communicate expectations
- Be open to questions/feedback
- Praise good work
- Role model



Ending the meeting

- **End on time**
- Summarize decisions and recap meeting
- Identify action plans (who does what)
- Decide if you need to meet again
 - Draft some agenda items
- Evaluate meeting (if necessary)



After the meeting

- Distribute minutes
 - Focus on action items first
 - Illustrate key discussions & options
- Store meeting documents
- Thank everyone for participating