

Meetings

Mgr. Dagmar Halová

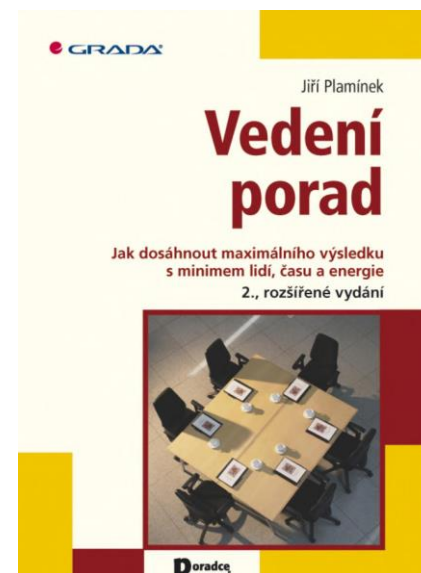
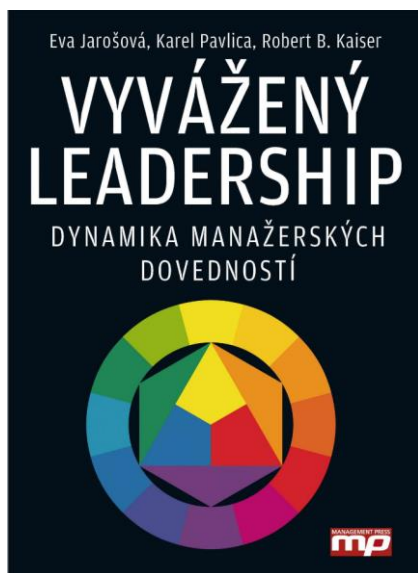
Today's topic

- The purpose of the meetings
- Roles at the meetings
- Activity
- Techniques of meetings

Information sources

Jarošová a kol. Vyvážený leadership (1. vyd. jako Versatilní vedení). (2015). (n.p.): Albatros Media a.s.

Plamínek, J. (2012). Vedení porad. Česko: Grada



The essence of the meetings



- Utilising the synergy of the skills of all participants in the meeting
- Participants
 - Anyone present at the meeting
 - Specific roles: leader, facilitator, note taker
 - The leader is responsible for the result of the meeting
 - The facilitator is responsible for the process of the meeting
- The topic of the meeting vs goal of the meeting
 - Eg. Topic = Manufacturing costs, Goal = Reduction of the costs

Appropriate and inappropriate objectives and topics for meetings

Goal	Appropriateness of the topic	Appropriate solution
Distribution of tasks	Suitable only in exceptional circumstances	Leadership, presentation
Evaluation and motivation of employees	Inappropriate	Leadership, individual interviews
Promoting interpersonal relationships	Inappropriate	Leadership, teambuilding
Distribution of information	Inappropriate	Presentation
Sharing of information	Yes if there is need of a discussion	Mail, conference
Problem solution	Depends on the kind of a problem	Delegation
Dispute resolution	Inappropriate	Mediation
Decision making	Depends on circumstances	Directive decision-making, delegation

Types of meetings

- By periodicity (regular vs. irregular)
- By degree of formality (formal with a pre-set agenda vs. informal focused mainly on discussion)
- By objective and purpose (problem-solving vs. informative)
- By degree of preparedness (prepared vs. situational vs. crisis)

The process of the meeting

01

Preparation (before the start)

- Supporting documentation
- Invitation of participants

02

Start of the meeting

- Recall the agenda and objectives
- Remind the rules
- If necessary, introduce participants and their roles

03

The agenda

- Analysis and problem solution
- Information sharing

04

Conclusion of the meeting

- Summary of key points and tasks

05

Follow up

- Summary email (e.g. notes from a meeting)

Roles at the meetings - Models

- Leader – Participants
 - Participant = expert (more participants – harder discussion)
 - Leader – organises the meeting, responsible for result and process, backoffice
- Leader – Participants – Note taker
 - Note taker – back office
- Leader – Facilitator – Participants – Note taker
 - Facilitator – responsible for the process, emotions, relationships
 - Leader can concentrate on listening and results of the meeting

The role of leader

- He is responsible for the outcome
- Does not interfere too much in the negotiations
- Listens
- Cultivates an opinion

The role of note taker

- Records the results and progress of the meeting
 - a) Invisible "man in the corner"
 - People may sometimes feel that they sat in a different meeting than the one from which the notes are taken
 - b) Visibly takes notes on a flip chart or whiteboard
 - The notes can be discussed and it can be assumed that the notes are the collective will of all participants.
 - This helps overall concentration and visual orientation in the discussion.
 - The notes can be referred back to.



The role of facilitator

- Neutral role
- Calms communication
- Does not contribute to the substantive content of the discussion
- Does not defend anyone
- Does not influence decision-making
- Participates in the discussion of the problem, not the dispute (disputes are resolved by the mediator)
- Suggests a process (participants in the meeting must agree to it, the process cannot be determined)
- Ensures that the participants are oriented in the discussion

Activity

- Phase 1: Individual work
- Phase 2: Work in groups
- Phase 3: Leaders meeting
- Phase 4: Discussion

Note: Find supporting documents in IS MVŠO



Individual work (5 minutes)

- Get ready for the meeting
- You are a team of doctors who have a unique cure for a rare and deadly disease. You can only save one patient's life.
- You are going to have a meeting to decide whose life you're going to save.
- Think about your choice and prepare convincing arguments



Activity (10 minutes)

- Divide into four groups
- You are a team of doctors who have a unique cure for a rare and deadly disease. You can only save one patient's life.
- You have a meeting to decide whose life you're going to save.
- Each group chooses a representative to represent you at the team leaders' meeting. Here, your representative will be tasked with pushing your solution
- Prepare convincing arguments to support your position



Leaders meeting (15 minutes)

- Choose a Leader (responsible for final decision), Facilitator (responsible for the process of the meeting) and Note taker (responsible for taking notes)
- Find a solution

Discussion

- How did you proceed during the first phase?
- How did you proceed during the second phase?
- Did you have a natural leader in the group?
- Was everyone given equal space to express their opinions?
- Did you encounter any controversial moments? How did you resolve it?
- Was there anything you could have done more effectively?
- How do you evaluate the flow of the leaders' discussion?
- How did the facilitator feel in his/her role?
- How did the leader feel in his/her role?



Balance in managing interpersonal processes

Depending on the meeting model, the facilitator or leader should:

- Listen clearly to all participants in the meeting
- Ensure that the discussion is evenly balanced
- Build on the contributions of others
- Pay attention not only to the speaker but also to the reactions of the other participants
- Express themselves authentically and at the same time be able to control themselves
- Act honestly and openly
- Discourage disruptive behaviour
 - Lack of synergy (e.g. caused by one participant being too dominant)
 - Social idleness (I let others do the work for me)
 - Scapegoating phenomenon (one person is identified as the culprit instead of other group members taking responsibility)
 - Inappropriate social norms (arriving late, looking at the mobile phone, dealing with one's own agenda)

Summary

What have you learned today?



**Thank you for your
attention**

Dagmar.halova@mvso.cz