

Meetings

Mgr. Dagmar Halová

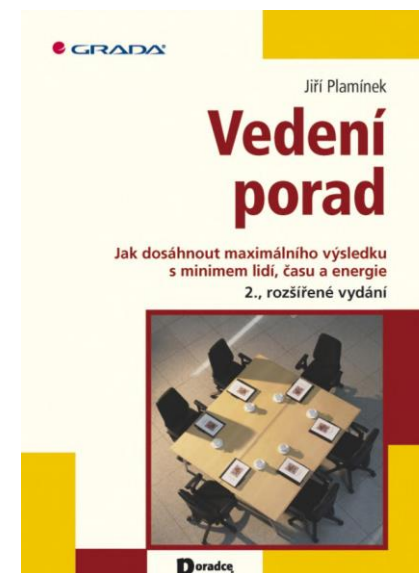
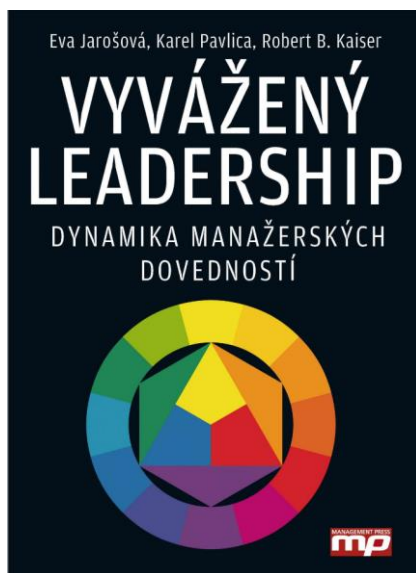
Today's topic

- 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, notetaker
 - 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

A decorative graphic in the top right corner consisting of several overlapping, curved lines in shades of light blue and green, creating a sense of movement and depth.

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 notetaker

- 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



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)



Active listening

Functions of active listening

Understanding

- The main function of active listening is to ensure that the recipient of the communication fully understands what the other person is saying, including unspoken feelings and thoughts,

Acknowledgement

- By actively listening, the recipient of the communication shows (affirms) that the other person is important and that their opinions and feelings are valuable.

Building trust

- When people feel that they are truly heard and understood, they are more willing to share their opinions and concerns, which builds mutual trust,

Resolving conflict

- Active listening helps to identify and resolve disagreements or problems early before they become serious conflicts,

Promoting collaboration

- Listening fully promotes teamwork because individuals feel they are part of the decision-making process and their views are respected.

Active listening techniques



Paraphrasing

The diagram consists of three identical rectangular boxes arranged horizontally. Each box has a dark blue background with a light gray rounded rectangle in the center. The text is centered within the light gray area. The first box contains the word 'Paraphrasing', the second 'Expression of understanding', and the third 'Asking appropriate questions'.

Expression of
understanding

Asking
appropriate
questions

Principles of active listening

- We don't talk about ourselves and we don't change the topic of conversation,
- We don't advise, we don't instruct, we don't terminate our partner's call,
- We don't ignore feelings and we monitor the non-verbal level of communication,
- We do not pretend to understand something when it is not true,
- We don't distract,
- Avoiding prejudice,
- If the speaker communicates his ideas in a boring way, we make all the more effort to understand him.



Activity

- Choose your role
- Think about your communication (argumentation) strategy
- As part of your role, you attend a top management strategy meeting to decide how to allocate a portion of the profits.
- Be prepared to actively listen to the needs of your communication partners
- Build your group by number
- Conduct a simulation meeting
- Within your roles, follow what you have learned in today's lesson
- The aim of the meeting is to find a solution acceptable to all



Discussion

Summary

What have you learned today?



Thank you for your
attention

Dagmar.halova@mvso.cz