

Effective Meetings

“Two Heads are Better than One”



Why meet?

- **Meetings are held in all types of businesses**
- **Meetings are a great tool in communication process.**



Meetings are held for variety of purposes:

- **To co-ordinate or arrange activities**
- **To give information to a group of people**
- **To report on some activity or experience**
- **To put forward ideas or grievances for discussion**
- **To create involvement and interest**
- **To obtain assistance**

Types of Meetings:

Formal Meetings

- **Have set rules and guidelines. Formal record of them must be kept. A clear agenda is a must.**
- **Annual General Meeting. They are held to review company performance and all shareholders are invited. Participants must be given an advance notice.**
- **Statutory Meeting. Required by law. Directors and shareholders meet to consider reports.**
- **Board Meetings. They are held more often, as needed.**

Types of Meetings:

Informal Meetings

- They are not bound by regulations as formal meetings. An agenda will be a plus, but not required.
- Management Meeting. Attended by managers of various departments. For instance, they may come together to discuss launch of a new product.
- Departmental Meetings. All personnel of a certain department is invited. Good for information sharing and/or obtaining feedback.
- Working Parties (Work Groups). They are set up to handle a particular problem or task. Progress reports are shared and further actions are specified.

Why Meetings Fail?

- **Managers spend about 60% of their time in meetings.**
- **If held effectively, meetings contribute greatly to efficiency of organizations. Unfortunately, in many organizations meetings boil down to “killing time”.**
- **Energy, time, and resources are wasted. Bunch of formal statements are made.**
- **Such meetings are not managed well and/or participants are not sure of their roles.**



Attending Meetings

- 1. Try to understand the meeting's purpose and your role in it.**
- 2. Do your homework. Prepare for meetings. Read all necessary information in advance. Talk to people who will be presenting. Get others' feedback on important topics.**
- 3. Take active part in the meeting. Participate when appropriate. Don't be the one who later says "I should have..."**
- 4. Give everyone a chance to speak up. Do not interrupt. Try to lay out your disagreement in a constructive way.**
- 5. Listen to others carefully. Take brief notes.**



Roles

- **Our role in meetings is a set of behaviors expected of us by the group. Try to relate to the following nine roles:**
 - 1. Chair/Coordinator**
 - 2. Shaper/Team Leader**
 - 3. Innovator/ Creative Thinker**
 - 4. Monitor-evaluator/Critical Thinker**
 - 5. Worker/Implementer**
 - 6. Team builder**
 - 7. Finisher/Detail-checker and pusher**
 - 8. Research investigator/Researcher outside the team**
 - 9. Expert**



(Meredith Belbin's Categorization of Group Roles, taken from "How to Manage Meetings", 2002.)

How many times did you perform the following functions in a group discussion?

5 = Several times 4 = A few times 3 = Twice 2 = Once 1 = Never

| | | | | | |
|---|---|---|---|---|---|
| 1. Initiator (proposed new ideas, procedures, goals, etc. to get the discussion started) | 1 | 2 | 3 | 4 | 5 |
| 2. Info giver/seeker (supplied evidence and experiences/requested info and ideas from others) | 1 | 2 | 3 | 4 | 5 |
| 3. Opinion giver/seeker (stated beliefs and judgments/asked others for opinions and feelings) | 1 | 2 | 3 | 4 | 5 |
| 4. Elaborator (clarified and expanded ideas of others through examples and illustrations) | 1 | 2 | 3 | 4 | 5 |
| 5. Energizer (stimulated group to be energetic and active) | 1 | 2 | 3 | 4 | 5 |
| 6. Reviewer/recorder (summarized group's opinion and/or kept official record of discussion) | 1 | 2 | 3 | 4 | 5 |
| 7. Encourager (helped provide a supportive climate by praising and supporting the ideas of others) | 1 | 2 | 3 | 4 | 5 |
| 8. Harmonizer (helped group members settle differences in productive manner) | 1 | 2 | 3 | 4 | 5 |
| 9. Tension reliever (helped relieve tense situations by poking fun or using humor) | 1 | 2 | 3 | 4 | 5 |
| 10. Gatekeeper (encouraged nontalkers/tactfully cut off monopolizers and nonfunctional members) | 1 | 2 | 3 | 4 | 5 |

Interpretation: Functions that received a 4 or 5 show leadership skill. Functions that received a 1 or 2 need additional improvement for effective leadership performance.



Successful Team

- **Will contain a balance of all nine roles.**
- **Several people may share the same role or one person may perform several roles.**
- **Try to pick the role which fits you best.**
- **Do not pretend. Be open.**
- **Observe your meetings to see unfilled gaps.**

Committed Members

Necessary for effective team participation . . .

- **Devote time and energy to team**
- **Support final decision**
- **Perform needed functions**



Group Task Functions

Include the following functions . . .

- Initiate
- Give information
- Seek information
- Give opinion
- Seek opinion
- Elaborate
- Energize
- Review
- Record



Group Maintenance

Functions

- Encourage
- Harmonize
- Relieve tension
- Gatekeep



Nonfunctional Behaviors

Cause unproductive conflict in groups . . .

- Blocking
- Aggression
- Storytelling
- Recognition seeking
- Dominating
- Confessing
- Special-interest pleading
- Distracting
- Withdrawing

Handling Nonfunctional People

- **Plan opening remarks carefully**
- **Seat nonfunctional person next to leader**
- **Avoid direct eye contact**
- **Assign nonfunctional member tasks**
- **Ask members to speak in order**



Nonfunctional People (con't)

- Break in
- Place talkative member between quiet members
- Encourage withdrawers
- Give praise and encouragement



Microsoft Image

Member Skills

Communication skills for group members include . . .

- **Active Listening**
- **Open-mindedness**



Leadership Defined:

- **Leadership is the use of power to promote the goal accomplishment and maintenance of the group.**

- D. W. Johnson
(Hamilton, p.238)

Leadership in Meetings

- **The best soldier is not soldierly**
 - **The best fighter is not ferocious**
 - **The best conqueror does not take part in the war**
 - **The best employer of men keeps himself below them**
 - **This is called the virtue of not contending**
 - **This is called the ability of using people**
- Lao-tsu, the writer of the *Tao Te Ching*, more than 2000 years ago

Trait Theory of Leadership

- **Do you believe that some people are “born leaders”?**
- **Basically, that’s what this theory suggests at the extreme.**
- **However, research on leadership does not fully support the trait theory.**
- **Most experts believe that good leaders are not born, they are trained. So this is a moderate version of the trait theory.**

Trait Theory of Leadership

Successful leaders are more likely to be . . .

- **Ambitious**
- **Trustworthy**
- **Motivated**
- **Self-confident**
- **Knowledgeable**
- **Creative**



Leader Responsibilities

- **Inform members of meetings**
- **Select place for meeting**
- **Check that everything needed is in place**
- **Welcome people as they arrive**
- **Start and end meeting on time**
- **Preview and stick to agenda**
- **Make sure recorder is present**



Leader Responsibilities (con't)

- Encourage discussion
- Ask questions skillfully
- See to task and maintenance functions
- Listen carefully
- Summarize
- Thank participants and audience
- Make sure results are passed on



Awareness Check

Leadership Trait Questionnaire . . .

Directions: *You and two other individuals* should complete the following questionnaire about **you** as a leader. Indicate the degree that each adjective describes you (as leader) and *see how closely their perceptions match yours.*

5 = Strongly Agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly Disagree

| | Rater One | | | | | Rater Two | | | | | Your Rating | | | | |
|---|-----------|---|---|---|---|-----------|---|---|---|---|-------------|---|---|---|---|
| 1. Articulate (communicates effectively with others) | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| 2. Perceptive (discerning and insightful) | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| 3. Self-confident (believes in oneself and one's ability) | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| 4. Self-assured (secure with self, free of doubts) | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| 5. Persistent (stays fixed on goals, despite interference) | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| 6. Determined (takes a firm stand, acts with certainty) | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| 7. Trustworthy (acts believably, inspires confidence) | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| 8. Dependable (is consistent and reliable) | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| 9. Friendly (shows kindness and warmth) | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| 10. Outgoing (talks freely, gets along well with others) | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |

Interpretation: Use the ratings from your two friends to compare with your personal ratings to more accurately determine *your strengths and weaknesses* as a leader. When all three of you agree, those adjectives are the most accurate.

Function Theory of Leadership

“There are certain **functions** that must be performed if a group is to be successful. Any time you perform a task or maintenance function, you are the leader for that period of time.”

Imagine your boss gave you a task of organizing and chairing the next week’s departmental meeting. According to the trait theory, you have no chances of becoming a leader in a week.

But in the Function Theory
You are a leader while
performing any of the functions.



Awareness Check

Leadership Function Questionnaire . . .

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Three-Dimension Theory

To be a good leader, you should be aware of your leadership style (the way you handle yourself and others in a group).

- Autocratic leadership style (more common in Uzb.)
- Democratic leadership style
- Laissez-faire leadership style

(good only for experts)



Situational Contingency Theory

Situation dictates leadership style

Leadership depends on:

Power

Task

Relationship



Situational Contingency Theory states that...

Autocratic Leadership Style works best when:

- Group agreement is not required for implementation
- The group is very large
- Time for a decision is short

Situational Contingency Theory states that...

Democratic Leadership is best when:

- Greater employee satisfaction is needed.
- Group commitment is needed for implementation
- Tasks are complicated and require lengthy discussion.
- Increased productivity is needed.
- Reduced resistance to change is sought.

Situational Leadership Theory

- Definition: “A good leader is flexible and can change styles when needed .”
- Hersey and Blanchard described four leadership styles whose selection depends on the ability and willingness of subordinates to carry out a particular task.

Situational Leadership Theory

- **Delegating style.** Employees make and implement decisions on their own. This style works best when employees are both willing and able to do the job.



Situational Leadership Theory

- **Participating Style.** Employees and leader share in decision making. This style works best when employees have the ability but require encouragement.
- **Telling Style.** Employees receive detailed instructions with close supervision. It works best when employees are able but lack the knowledge needed to do the job.

Transformational Leadership

Charismatic leaders (Lee Iaccoca, Martin Luther King, Jr., Franklin Roosevelt, Mary Kay Ash,...)...

- Inspire followers
- Articulate a vision
- Provide plan for attaining vision
- Mobilize commitment

