



Development of Self And Teams

Secrets of Effective Meetings

LC Notebook Tab IV **Agenda**

9:00 AM, 1:00 PM,
OR 3:00 PM

Welcome & Introductions

Discussion of Effective & Ineffective Meetings

Purposes of Meetings & Ground Rules

Effective Elements of the Agenda

----- B R E A K -----

Roles of Meeting Players, Managing Meeting Time,
and Evaluation

Recording Meeting Results

12:00 PM, 4:00 PM,
OR 6:00 PM

Wrapup and Adjournment

Objectives. By the end of this session, participants will be able to:

1. Articulate the different purposes of meetings
2. Create agendas that define outcomes
3. Describe how meeting roles contribute to effective meetings
4. Learn techniques that result in effective meetings
 - a. Managing the agenda and time
 - b. Managing discussions and recognizing pitfalls
 - c. Evaluating what went right, what went wrong
5. Discern key elements of meeting results and write results clearly and concisely



Development of Self And Teams

Secrets of Effective Meetings

Purposes for Meeting Together

- ↪ Relay information – inform and involve

- ↪ Encourage contributions of ideas, views and opinions

- ↪ Encourage collaboration

- ↪ Discuss an issue or issues

- ↪ Identify problems and issues

- ↪ Make decisions

- ↪ Resolve problems and conflicts

- ↪ Promote understanding and commitment to goals and priorities

- ↪ Share specific results

- ↪ Motivate

- ↪ Train

Taken from: [Team Power: Making Library Meetings Work](#), by Barbara I. Dewey and Shiela D. Creth, Chicago: ALA, 1993, pp. 2-3.

Who Needs To Meet?

Type of Meeting	Characteristics of Meeting	Examples
One time	Impromptu 2 or more people Focus on one issue Informal Could become <i>ongoing</i>	Mary is walking down the hall and sees Heidi. They are able to resolve a problem concerning the move of materials in the stacks.
Ongoing/Defined attendance	Follow set schedule Have specific purpose for the group Keep minutes	Teams Committees/Task Forces Department Units Process Improvement Team (PIT) Performance Review sessions
Ongoing Undefined Attendance	Follow set schedule One or few topics on agenda	All Staff Meetings Library Faculty Assembly

Establishing Ground Rules

Ground rules or norms are the guidelines used by a team to support the effective working relationship of its members during team meetings. Once the team establishes the ground rules, each member is expected to respect these rules.

Issues to consider as a team develops ground rules are listed below. Identify what you feel is important for the work of the team in each of these categories.

1. Attendance:
 - a. Does everyone have to be present to hold the meeting?
 - b. How many must be present?
 - c. What are the reasons for missing a meeting and how do you let the team know?
 - d. How do you bring absent members up to speed?
2. Promptness:
 - a. How do you define "on time"?
 - b. How strongly will the team enforce starting and ending on time?
 - c. Will you start on time even if all are not present?
 - d. How long will you wait?
 - e. How will you help latecomers catch up?
3. Opportunity to participate:
 - a. How will you manage participation so that every member's views are heard?
 - b. What key conversational courtesies are important for the meeting: listen attentively and respectfully to others, don't interrupt, hold one conversation at a time, etc.?
4. Interruptions:
 - a. Can participants be called out of meetings?
 - b. Can phone calls interrupt meetings?
5. Assignments:
 - a. Who do members notify if between-meeting assignments cannot be completed and by when?
6. Meeting role assignments:
 - a. Will the team rotate the assignments for facilitator, notetaker, timekeeper?
 - b. How will assignments be made?
7. Decision making methods:
 - a. How will decisions be made?
8. Confidentiality:
 - a. What kinds of information or topics should not be discussed outside of the meetings?
 - b. How will you identify and agree upon what topics are confidential?

9. Meeting evaluation:
 - a. How much time will you allocate at every meeting?
 - b. What methods will you use?

10. Chronic violation of ground rules:
 - a. How will the team respond when any of the ground rules are disregarded?

11. Other ground rules:

Taken from: The Team Handbook, by Peter Scholtes, Brian Joiner and Barbara Streibel. 2nd Ed., Madison, WI: Joiner, 1996. pp. 4-36 – 4-39.

SAMPLE GROUND RULES

- Careful listening is encouraged
- Conflict is OK. Differences between competing views should be named and understood
- No move to solve problems until they are named and agreed upon
- Anybody can ask for clarification at any time
- Anybody can question process at any time
- Expression of feelings, both positive & negative, is encouraged
- Consensus means that each person is heard and understood and that the decision is acceptable and supportable by everyone within the group. It does NOT mean that the decision will necessarily be each person's preferred decision

Taken From: "Climate Ground Rules", ARL Facilitation Skills Institute Notebook, Washington, D.C.: Association of Research Libraries, Office of Management Services, 1994.

University Libraries Meeting Guidelines

- ↪ Be on time
- ↪ Share responsibility for progress
- ↪ Be open to, encourage, and look for merit in ideas
- ↪ Strive for consensus
- ↪ Listen actively and non-defensively
- ↪ Do your prework
- ↪ Look for facts
- ↪ Check progress and ground rules
- ↪ Avoid side conversations
- ↪ Summarize, summarize, summarize
- ↪ Test understanding
- ↪ Stick to the agenda

Elements of An Agenda

DETAILS OF WHO, WHEN, and WHERE

NAME of the body having the meeting

DATE of the meeting

WHERE the meeting is being held

TIME of the meeting

DEFINITION OF ROLES

Note-taker

Facilitator

Timekeeper

Scribe

DETAILS OF WHAT

Each agenda item should be listed separately and include:

SUBJECT

TIME ALLOTTED

(PREWORK: if appropriate for subject)

ACTIVITY

OUTCOME

It is a good idea to include the following agenda items in your meetings:

REVIEW OF THE AGENDA

Usually a meeting will begin with a review of the agenda.

- Are there additional agenda items?
- Should we rearrange the agenda to accommodate a participant's needs?

ROUND ROBIN

This event allows members to bring announcements or short items to the table.

REVIEW OF HOW THE MEETING WENT

It is especially helpful for a group to review what went well and what did not during the course of a meeting.

PLANNING AGENDA FOR THE NEXT MEETING

Model Agenda

Agenda: Collection Management Team
March 10, 2003 1:00-2:30
Location: McKeldin 7121

Facilitator: Bonnie
Timekeeper: Marian
Notetaker: Kari

Agenda review and check for alternate facilitation
Leader: Facilitator 5 min.

Serial review: General journals and standing orders
Prewrite: Team members research assigned journal and standing order titles.
Leader: Facilitator 45 min.
Review unprioritized items and develop final prioritization.
Outcomes: Complete prioritized lists of general journals and general standing orders.

Selectors forum
Prewrite: Any communications from the subgroup
Leader: Subgroup members 30 min.
Deal with any outstanding issues in planning the forums for the week of March 17
Outcomes: Plan for selectors meetings.

Review meeting process and plan for next meeting
Leader: Facilitator 10 min.
Outcomes: Identify top priority agenda items in priority order for next meeting.

Next meeting March 17 2003, 1:00 - 2:30 Room 7113

Pending:
FY03 Budget (ongoing)
Serial review (ongoing)
Collection management issues raised by LIMS III (ongoing)
Revision of MRF's (Siar)
Discussion of team process and practices
Discussion of team statement of purpose
Discuss potential reallocation of discretionary funds (in 2003)
Develop collection management best practices (in 2003)
Learn about online book sale pilot project (EPSL) and gifts as needed.

Outcomes Exercise

Write “outcomes” for the following skeleton agenda. Pretend that you are part of a committee with the following agenda topics. Write “outcomes” that would be useable in creating an agenda.

For example:

Before:

Agenda Item: Discuss best practices for standing orders.

After:

Agenda Item: Discuss best practices for processing standing orders.

Pework: Review e-mail correspondence sent April 26th and May 1st that suggested “best practice” alternatives.

Leader: Facilitator, 25 minutes.

Review and prioritize alternatives from those suggested in earlier correspondence.

Outcome: Decide upon most likely option and develop “next steps” plan for implementation.

1. Computer Troubleshooting
2. “Covering” when staff are at meetings
3. Evacuating the office
4. Fall activity schedule priorities
5. Fall Open House Planning

Roles And Responsibilities Of Meeting Participants

FACILITATOR

Facilitators are the orchestra leaders of a meeting. They contribute by:

- Helping the group define its overall goal, as well as specific objectives;
- Help the team keep discussion on track, so that meetings and conversations are effective;
- Make accurate notes that reflect the ideas of the members;
- Help the group communicate effectively;
- Create a Yes! environment which is proactive, open to new ideas and solution oriented.

Content (Team Members)	Process (Facilitator)
<i>The What</i>	<i>The How</i>
The subjects for discussion The tasks The problems that need solving The decisions made The agenda items The goals	The methods and procedures The ground rules or norms set The tools being used The group dynamics & climate

TOPIC LEADER

Anyone on the team can submit agenda items and therefore be the *Leader* of that discussion. In advance of a meeting, *Leaders* need to supply the *Facilitator* and team members with:

- The name of the agenda item;
- State what pre-work is required. Documents, statistics, etc. need to be sent to team members in advance of the meeting for review (by e-mail or hardcopy);
- State the length of time for discussion (x minutes)
- State a desired outcome. What is the purpose of the discussion? What do you want to come out of the discussion?

NOTETAKER

The responsibility of the *Notetaker* is to capture the essence of what was discussed at the meeting, not record conversations words for word. Meeting minutes should be written in a clear and concise manner, by:

- Recording the date, time and location of the meeting;
- Recording who was present, absent, and a guest at the meeting;

- Describing the issue or problem that was examined (Refer to the agenda).
- Summarizing the outcome and/or projected outcomes or an issue or problem and describe any future plans for implementation. Make sure all tabled agenda items are recorded in the minutes as *Agenda Items for Next Meeting*.
- Distributing the meeting minutes to team members before the next meeting.

Timekeeper

The *Timekeeper* helps the *Facilitator* and team members:

- Adhere to the time limits set on agenda items;
- Notifies the team that the allotted time given to an agenda item will soon expire. The *Timekeeper* asks the team:
 - Should the discussion continue? State clearly how much time will be added to discussing the agenda item;
 - Should the item be tabled for another meeting? Make sure the Notetaker captures this in the meeting minutes as *Agenda Items for Next Meeting*.

SCRIBE

Usually a different person than the *Notetaker*, the *Scribe*:

- Is responsible for helping participants focus on topic under discussion by capturing ideas, decisions, etc. during the meeting on flipchart sheets
- Writes clearly and large enough for all participants to read
- Records ideas and suggestions verbatim, without rewording – tests for understanding as necessary

PARTICIPANTS

Members of the group who do not hold one of the other meeting roles are still expected to be:

- Responsible for the group's progress
- Respect and follows the agenda
- Listen and participate actively
- A "secondary facilitator" in checking process and ground rules, and keeping the group on track

Managing Meeting Time

In order to best manage the meeting time available, keep the following concepts in mind:

- ↳ Do your PREWORK

- ↳ Use your GROUND RULES

- ↳ Pay attention to the AGENDA

- ↳ Remember your GOALS for meeting

- ↳ Recognize UNPLANNED things happen

- ↳ Expect The Unexpected...

Sample Meeting Evaluation Formats

Sample A – Narrative Evaluation

From my point of view, it would be beneficial to the function of the group if we could....

Do the following things more or better:

Do the following things less, or stop doing them:

Continue doing the following things:

Start doing the following things:

Sample B – Evaluation Scales

1. How satisfied are you with the way that your group planned the project?

1	2	3	4	5
Very				Very
Dissatisfied				Satisfied

Comments:

2. How satisfied are you with the way that your group utilized its material and human resources?

1	2	3	4	5
Very				Very
Dissatisfied				Satisfied

Comments:

3. Comment on the extent to which group members:
- a. Were focused on the task and shared their expertise
 - b. Saw the “big picture” and addressed strategic issues
 - c. Were concerned about group dynamics and positive process
 - d. Raised important questions about the groups goals and methods.
4. What things helped the group do its work?
5. What things hindered the group in doing its work?
6. How can we increase group effectiveness?

Taken from: “Team Assessment”, Facilitation Skills Institute Notebook, ARL.

Sample Meeting Evaluation Scales

Meeting climate assessment (rank on scale)

I am confused about what we decided today.	1	2	3	4	5	I understand what we discussed and agreed to do.
Our discussion was scattered and we lost sight of some ideas.	1	2	3	4	5	Our discussion was focused and all ideas were considered.
One or more of us dominated the discussion today.	1	2	3	4	5	We all took an active part in the discussion.
Our discussion had little real interaction (many speeches).	1	2	3	4	5	Our discussion was interactive (many brief contributions, Q&A)
We couldn't disagree without getting defensive.	1	2	3	4	5	We disagreed without defensive reactions
We didn't listen to each other very well today.	1	2	3	4	5	We listened well and heard each others' points in the discussion.
What we accomplished is of little importance.	1	2	3	4	5	What we accomplished has value.

Functions, roles and group performance (rank on scale)

	<i>Poor</i>				<i>Optimal</i>	
Agenda	1	2	3	4	5	Discussion adhered to an agenda with clear topics and outcomes.
Prewrite	1	2	3	4	5	Necessary prework was timely and contributed to a successful discussion.
Facilitation	1	2	3	4	5	Facilitator and group guided communication and interaction for a productive discussion.
Timekeeper	1	2	3	4	5	Noted or renegotiated agenda time limits to help maintain meeting integrity.
Scribe	1	2	3	4	5	Captured ideas and points of consensus to help focus and move discussion along.
Clarifying	1	2	3	4	5	We tested understanding to establish consensus throughout the meeting.
Summarizing	1	2	3	4	5	We briefly restated and highlighted points of discussion throughout the meeting.

Recording Meeting Results

FLIPCHARTS

Writing the meeting's purpose
Posting the agenda
Collecting ideas and problem solutions
Writing problem definitions
Posting decision and action steps

MINUTES

WHO	Name of group
WHEN	Date of the meeting Time of the meeting
WHERE	Place of the meeting
ROLES	Facilitator Note-taker Timekeeper Scribe
WHAT WHY	Agenda topic/Subject Outcomes, discussions, action items Brief rationale for decisions People assigned follow-up
EVALUATION	Reminder to address shortcomings in future meetings
WHEN	Next meeting Pending topics Assignments of roles

Operating principles for meeting records:

- Who receives them
- How are minutes distributed
- How soon after the meeting are the minutes distributed
- List those present and do not include those who were absent

The group should review a draft of the minutes before they are finalized to ensure completion and accuracy.

Model Minutes

Meeting Minutes: Collection Management Team

March 10, 2003

1:00-2:30PM

Location: McKeldin, Room 7113

Attending: M. Burreight, B. Chojnacki, B. Day, K. Hahn, B. Lay, K. Schmidt (notetaker), S. Van Sant

Agenda review and check for facilitation

Outcome: No changes.

I. Serial Review: General Journals and Standing Orders

Outcomes: The team completed the prioritization of general journal and standing order titles. Karla will check to see if the prioritized titles amount to 25% of expenditures and report back to the team at the next meeting.

II. Selectors Forum

Outcomes: The Forum has been scheduled for two sessions, the first on Tuesday, March 18th from 2:30-3:30 PM in McKeldin Room 6107, and the second on Wednesday, March 19th from 10:00-11:00 AM in McKeldin Room 6107. Those CMT members attending the forum will meet to discuss the agenda outline and assign leaders for topics to be covered.

III. Review meeting process and plan for next meeting

Outcome: The team will discuss any outstanding lists overdue on 03.17.2003. Karla will draft for discussion an FYI notice to go out to the campus on 03.31.2003. The team will review pending agenda items to identify needed additions, revisions, expansions, etc.

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