Meeting Management
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The Best and the Worst of Meetings

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

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

Action terms
- Decide....
- Discuss....
- Review....
- Select....
- Finish....
**Agenda Tips**

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

<table>
<thead>
<tr>
<th>Poor</th>
<th>Better</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deer population</td>
<td>Review deer population data</td>
</tr>
<tr>
<td>Dates</td>
<td>Identify and define key decision dates</td>
</tr>
</tbody>
</table>

**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:

- **Content**: the subjects for discussion, the task or problem being solved, the decisions made, the agenda items, and the goals.

- **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

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Weight 1-3</th>
<th>Solution 1</th>
<th>Solution 2</th>
<th>Solution 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase tourism</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decrease Deer-Car Collisions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Larger bucks</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>More Does</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decrease Crop Damage</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ecological balance</td>
<td></td>
<td></td>
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</tbody>
</table>

### Decision making pitfalls

- Groupthink
- Primary/Recently Effect
- Confirmation Bias
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

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

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