

# 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. <b>Initiator</b> (proposed new ideas, procedures, goals, etc. to get the discussion started)	1	2	3	4	5
2. <b>Info giver/seeker</b> (supplied evidence and experiences/requested info and ideas from others)	1	2	3	4	5
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5. <b>Energizer</b> (stimulated group to be energetic and active)	1	2	3	4	5
6. <b>Reviewer/recorder</b> (summarized group's opinion and/or kept official record of discussion)	1	2	3	4	5
7. <b>Encourager</b> (helped provide a supportive climate by praising and supporting the ideas of others)	1	2	3	4	5
8. <b>Harmonizer</b> (helped group members settle differences in productive manner)	1	2	3	4	5
9. <b>Tension reliever</b> (helped relieve tense situations by poking fun or using humor)	1	2	3	4	5
10. <b>Gatekeeper</b> (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**



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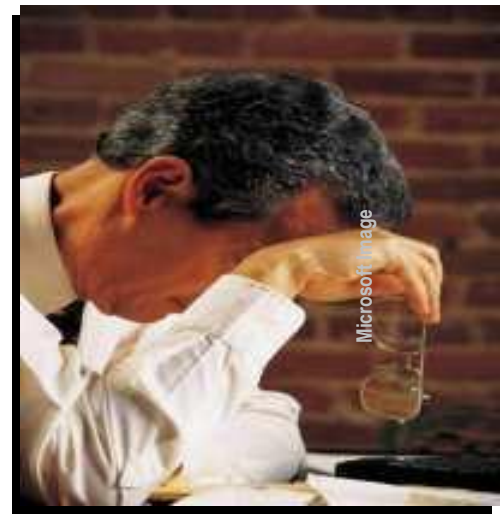
# Nonfunctional Behaviors

*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



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# 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**



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



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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

