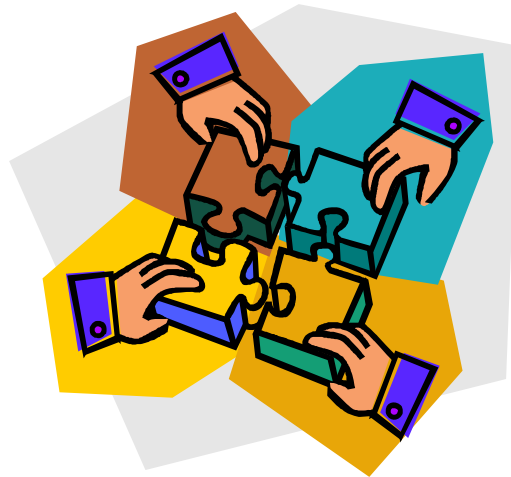




In Service to America®

The Role of the President: More Than Running Meetings



*Vietnam Veterans of America
National Leadership Conference
July 17-18, 2008
Greenville, SC*

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The Role of the President



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President As Team Builder



Stages of Teams: *Forming*

Feelings

Excitement, anticipation, optimism, pride
Initial attachment to team
Suspicion, fear, anxiety about job ahead

Behavior

Begin to define task and how to accomplish
Begin to set acceptable team behavior
Discussion of irrelevant symptoms or problems
Complaints about organization, negativism

Transition from individuals to team members

*Leader's Role: **Directs***

Stages of Teams: *Storming*

Feelings

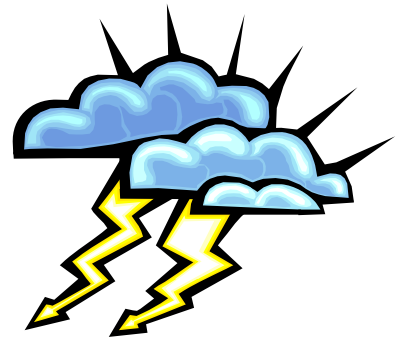
Resistant to differences in work methods
Tension, jealousy, impatience
Fluctuations in attitude about team and its success

Behavior

Arguing, questioning, dissent
Competition vs. collaboration
Establish unrealistic goals
Create unnecessary hierarchy

Transition from fear to panic

*Leader's Role: **Coaches***



From the Forming Storming Norming Performing model by Dr Bruce Tuckman.

President As Team Builder

Stages of Teams: *Norming*

Feelings

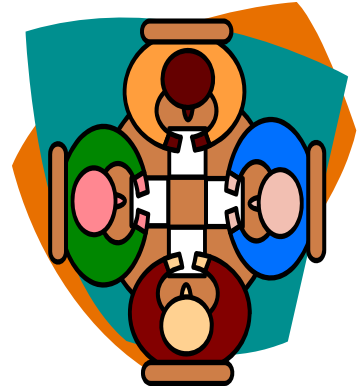
Common spirit, cohesion
Acceptance of membership in team
Relief, more positive about success

Behavior

Strive for harmony, avoid destructive conflict
Confiding, sharing of perspectives
Able to offer and accept constructive criticism
Establish team "ground rules"

Transition from competitive to collaborative team

*Leader's Role: **Facilitates and Enables***



Stages of Teams: *Performing*



Feelings

Insight into personal & group success
Better understanding of employees' strengths and challenges
Satisfaction, attachment to team

Behavior

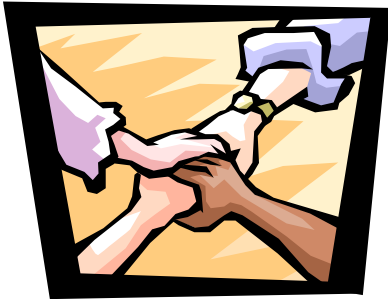
Constructive self-change
Ability to work as a team on challenges

Transition to effective cohesive unit

*Leader's Role: **Delegates and Oversees***

From the Forming Storming Norming Performing model by Dr Bruce Tuckman.

President As Team Builder



**How Do You Get Your Team
to Performing?
*The Answer Depends on
Five Things....***

1. Leadership

What is your leadership style? How are you leading? Is there shared leadership? Is there leadership at all levels?

2. Shared Vision/Understanding of Mission

What is the vision of your team? Does everyone buy into it? Is it shared? Embraced? Have you asked others what their vision and goals are? Expectations? Does the team understand the mission of your organization?

3. Relationship

How does the team communicate? What perceptions or assumptions exist? Are there shared values? Are values in conflict?

4. Approach to Conflict

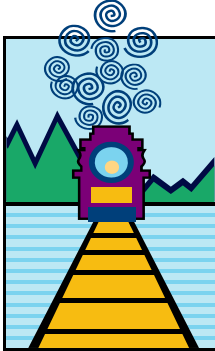
Does the team react to conflict or work together to understand causes behind behavior that looks like conflict? How is conflict within the team handled?

5. Motivation and Recognition

Is your team compelled to work together? What is your team environment? How do you recognize your team?

President As Change Agent

What are You Hearing and Seeing?



Train Whistles... *What Are You Hearing?*

-
-
-
-
-

Proactive Change

- Can foresee need
- Predict impact
- Plan for change

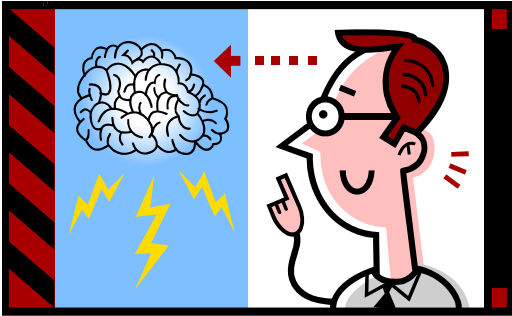
Reactive Change

- Visible change
- Immediate impact
- Reacting after impact

What Should We Do Today To Prepare For The Train Whistles We Can Hear?

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President As Communicator



Mental Models

Mental Models are “deeply ingrained assumptions, generalizations, or even pictures or images that influence how we understand the world and how we take action.” (*Senge, Peter. Fifth Discipline Fieldbook*)

Our brains make models automatically. Like a river, our patterns flow continually over the same path, leaving a deeper and deeper mark each time. The deeper the path, the harder it is to change the pattern. (*McGehee, Tom. Whoosh. Business In The Fast Lane. Unleashing the Power Of A Creation Company.*)

Mental Models are:

- represent our “perception” not what is necessarily real or true
- powerful in their influence over our actions and responses
- prevent us to being open to new ideas, options, or learning



Do We Have To Have ANOTHER Meeting?

Effective

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Ineffective

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Keys to Moving From Ineffective To Effective

Before the Meeting: Preparation

During the Meeting: Structure/Environment

After the Meeting: Evaluation/Follow Up



Meeting Facts

1. In a survey of more than 2,000 business leaders, 87% said they make judgments about people's management ability based on: **How well they run meetings.**
2. An estimated **20 million business meetings** take place in America every day.
3. Industry Week reports that the estimated cost of wasted time in **unproductive meetings** exceeds \$37 billion annually.

From The Busy Manager's Guide to Successful Meetings, Karen Anderson, 1993, New Jersey: National Press Publications.

Why do meetings fail?

- Unnecessary
- Held for the wrong reason
- Objective is unclear
- The wrong people are present
- Not controlled properly
- Environment is disagreeable
- Poor timing
- Poor decision making in the meeting

From Making Meetings Happen, Robert Burns, 2000, Australia: Business + Publishing

Meeting Expectations



Planning the Agenda

- What is the goal of the meeting?
- What must be discussed?
- What must be accomplished? Actions taken?

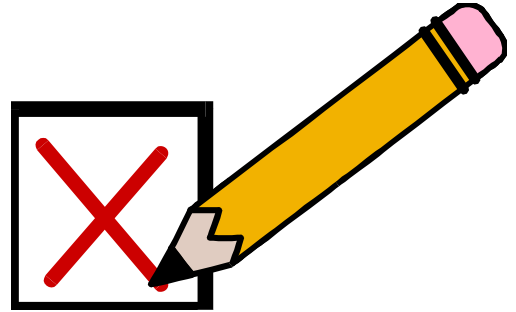
Agenda Items

- Is the intended action clear?
- Does the group have the authority to act?
- Should this item be dealt with at a different level? (e.g. committee, task force, work group)?
- Does it concern at least three individuals?
- Is all the information available?
- What are the time requirements for discussion or action?
- Is there a presenter/champion?

Meeting Considerations

- Is A Meeting Really Necessary?
- What Are Your Desired Outcomes?
- Prepare An Agenda - And Share It
- Consider The Meeting Environment
- Consider Alternative Formats
- Food/Beverage Concerns
- Start and End On Time
- Practice Using AV Equipment
- Set Aside Time For Wrap Up

Meeting Management Checklist



Preparation

- Know the goals of your group
- Get some help from others
- Share expectations with key leadership
- Build strategies and tasks that work toward goals
- Work inside and outside of formal meetings

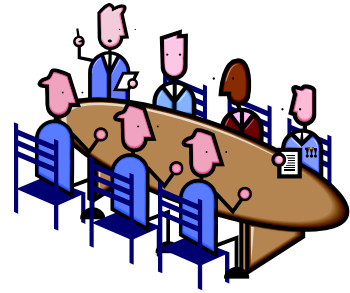
Meetings

- Prepare an agenda
- Start the meeting on time
- Keep the meeting moving
- Summarize major points
- Ask for recommendations/actions
- Draw out silent members
- Listen
- Retain control without stifling open discussion
- Keep a “parking lot” of non-agenda ideas
- Adjourn on time

Follow up

- Always say thank you
- Give plenty of positive feedback
- Give a report to appropriate groups
- Be clear on actions needed from any approval groups

How Do I Manage This Meeting?



Start on Time

1. Welcome/Introductions

2. Establish Ground Rules

- Rules of order
- Special requests

3. Outline Purpose of Meeting

- What to be accomplished?
- What action must take place?

4. Listen Effectively

- Provide opportunity for those not participating
- Listen for trends
- What are they REALLY saying?

5. Solicit Input

- Group opinions
- Consensus

6. Clarify Statements

- re-state comments
- ask for clarification

7. Diffuse "Hot" Issues

- watch for conflict
- refer group to most common element of agreement
- build consensus

8. Assign Roles & Tasks

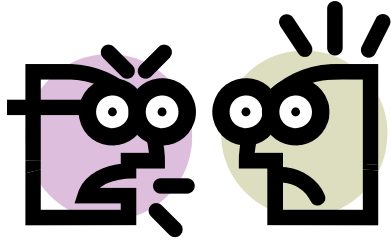
- secure agreement during meeting
- document in minutes

9. Summarize Decisions

- actions, agreements, assignments

10. Recognize Contributions

End on Time



Handling Disruptive Behaviors

Challenge Past leader dominates discussion.	Strategy Acknowledge ideas and years of experience. Ask for other's views. Ask past leader to serve in an advisory capacity on task force or work group. Give him or her purpose.
Someone is talking too much.	Ask a factual question, followed by an interpretive or evaluative question.
Two or more people are in conflict.	Don't take sides. Remind them of the points they agree upon. Remind them of the discussion objectives.
The group is becoming involved in an unimportant issue.	Ask: "How much importance should we attach to this issue?"
More discussion is needed on a particular topic.	Ask: "I wonder if we've gotten all the information needed to reach a decision?"
The discussion is wandering from the point.	Ask: "What point are we now considering?"
A summary of the group consensus is needed.	Ask: "I wonder if someone could summarize the points where we agree and disagree?"
The group is biased or acting in self-interest.	Ask: "How is our own interest in the outcome causing us to overlook the interest of other groups or individuals?"

HOW Do Members Get Their Say?

Parliamentary Procedure



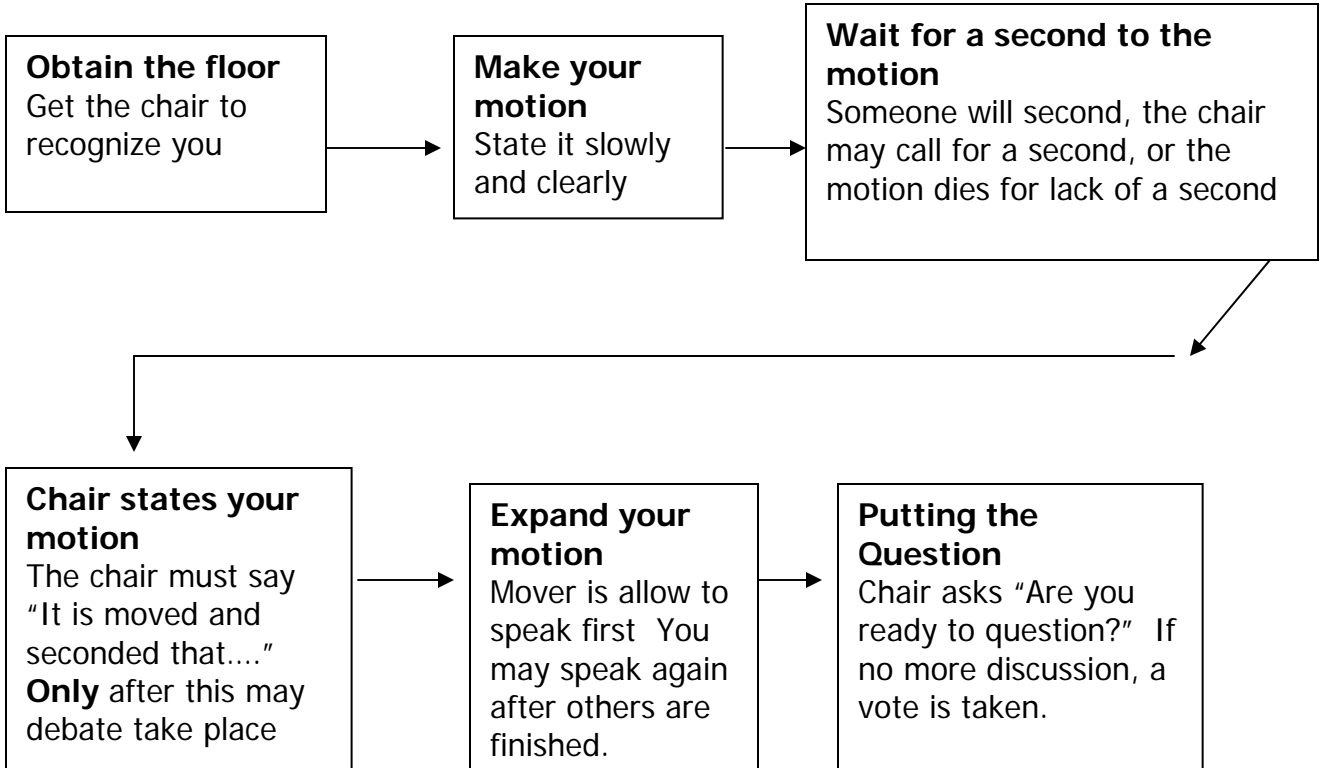
Participants can:

- ◆ Present Motions – *(make a proposal)*
- ◆ Second Motions – *(express support for discussion of another member's motion)*
- ◆ Debate Motions – *(give opinions on the motion)*
- ◆ Vote on Motions – *(make a decision)*

A motion is a proposal suggesting that the group take a stand or take action on an issue

Main Motions	Subsidiary Motions	Privileged Motions	Incidental Motions
<p>Introduce subjects to the assembly for its consideration. <i>They cannot be made when another motion is before the assembly.</i> They <i>yield</i> to privileged, subsidiary and incidental motions. "I move to...."</p>	<p>Change or affect how the main motion is handled. Voted on before the main motion. "I move we amend the motion...."</p>	<p><i>Most urgent</i> Concern special or important matters not related to pending business. "I move we adjourn...."</p>	<p>Questions of procedure that arise out of other motions. Must be considered <i>before</i> the other motion. "I move to suspend the rules for the purpose of....."</p>

How To Present a Meeting Motion



Ideas:



The Motion Process



<p>1. A member addresses the chair when no one else has the floor and there is no other motion pending.</p>	<p>JOHN: (Raises hand) "Mr./Madam President." (or other official title)</p>
<p>2. The chair recognizes the member by announcing his/her name or by nodding in a small assembly.</p>	<p>CHAIR: "John." (The chairman recognizes the member)</p>
<p>3. The member makes a <i>main motion</i> by starting out with the words "I move that". Never use the words "I so move" when making a <i>main motion</i>. Use as few words as possible. Try to include information such as what, when, where, how and who.</p>	<p>JOHN: "I move that we hold our annual picnic in the city park on July 15th."</p>
<p>4. Another member seconds the <i>main motion</i> without recognition from the chair. If there is no second, even after the chair asks for one, the chair says, "Since there is no second, the motion is not before this meeting."</p>	<p>ANOTHER MEMBER: (Does not have to be recognized) "I second it." Other forms are "I second the motion," or "Second!"</p>
<p>5. The chair states the <i>main motion</i> to the assembly. This is called "stating the question."</p>	<p>CHAIR: "It is moved and seconded that we hold our annual picnic in the city park on July 15th." "is there any debate on the motion"?</p>
<p>6. The assembly debates the merits of the <i>main motion</i>. The maker of the motion is entitled to debate first. Each member may debate for ten minutes, twice. Members must be recognized by the chair before speaking. All debate must relate to the <i>main motion</i> (must be germane).</p>	<p>CHAIR: (when debate ebbs) "Is there further debate? (pause for response). Chair then restates the motion, or asks the secretary to restate it from the minutes and calls for a vote.</p>
<p>7. The chair takes a voice vote on the <i>main motion</i>. This is called "putting the question." The affirmative vote is taken first. If the results of the voice vote are inconclusive, the chair may call for a <i>Division of the Assembly</i> by taking a rising vote or a rising, <u>counted</u> vote. Any member can demand a rising vote by calling out "Division!"</p>	<p>CHAIR: "The question is on the adoption of the motion that we hold our annual picnic in the city park on July 15th. Those in favor, say Aye." (Pause for response) "Those opposed, say 'No.'" (Pause for response)</p>
<p>8. The chair announces the outcome of the voice vote, if the motion is adopted or lost, the effect of the vote, and the next action of the assembly. If the <i>main motion</i> receives a tie vote, it is lost. If a rising, <u>counted</u> vote is taken, the chair states the count before announcing the prevailing (winning) side, and it should be entered in the minutes.</p>	<p>CHAIR: "The 'Ayes' have it, and the motion is adopted. We will hold our annual picnic in the city park on July 15th. Is there further new business?" OR: CHAIR: "The 'No's' have it, and the motion is lost. We will not hold our annual picnic in the city park on July 15th. Is there further new business?"</p>

The Ten Commandments of Meetings



- 1. Thou Shalt Always Know What Time It Is**
 - Never run over the time allotted
 - If you get bogged down, table the issue
 - If you must reach a conclusion at the meeting let everyone know that this is the case prior to the meeting
- 2. Thou Shalt Not Forget the Main Reason for Meetings**
 - Meetings are to do something together that you can't do alone
 - Three purposes: communicating, administering, and deciding
 - The focus should be on taking action
- 3. Thou Shalt Remember the Golden Rule of Meetings: Praise in Public, Criticize in Private**
 - Shut off public criticism when it arises
 - Remember you are all on the same team
 - Make it clear, in advance of the meeting, who is in charge, how long the meeting will last, and what the point of the meeting is.
 - If someone attempts to take over the meeting be clear about the ground rules.
- 4. Thou Shalt Not Convene Meetings Outside of Normal Business Hours**
 - Only break this commandment in real emergencies
 - Respect the life-balance of the team
- 5. Thou Shalt Not Use Group Pressure to Logroll Conclusions**
 - Meetings should not be used to pressure people into agreeing to actions that conflict with the values of the organization
 - Adhere to a code of ethics and organizational values

*Adapted from Harvard Business Communication: A Newsletter from Harvard Business School.
For more info visit www.hbsp.harvard.edu*

The Ten Commandments of Meetings



- 6. Thou Shalt Not Use Meetings to Destroy Others' Careers or Leadership Opportunities**
 - Don't make disagreement personal or destructive
 - Remember that actions may come back to face you again
- 7. Thou Shalt Keep the Personal and the Meeting Distinct**
 - Meetings are professional activities and not social events. Socializing can be done prior to and after meetings.
 - Focus on efficiency and business matters in the meeting.
- 8. Thou Shalt Remember that the Best Model for Meetings Is Democracy, Not Monarchy**
 - People respect action, not position. Lead by moral persuasion, not by virtue of your title.
 - Strive to understand the sense of the meeting
- 9. Thou Shalt Always Prepare a Clear Agenda and Circulate it Beforehand**
 - Think about the purpose, nature and structure of a meeting before it takes place. These thoughts codify your agenda.
 - Allow people to prepare for the meeting by knowing what is planned
- 10. Thou Shalt Terminate a Regularly Scheduled Meeting When Its Purpose for Being No Longer Exists**
 - If you can no longer clearly state the reason for a meeting it is time to stop having that meeting.
 - Continually ask if your meetings have a purpose.

*Adapted from Harvard Business Communication: A Newsletter from Harvard Business School.
For more info visit www.hbsp.harvard.edu*

Meeting Tool Tips



- **Consent Agendas**
- **Parking Lot**
 - Issues reserved for later
 - Keeps stray ideas visible
 - Long-Term & Short-Term
- **Assignment Grid**
 - Visible way to show assignments, deadlines, responsible parties
- **For The Good Of The Order Announcements**
 - Good news, accomplishments, recognition
- **FYI Posters**
 - Pre-posted information
- **+/- Meeting Evaluation**
 - What worked well, what didn't posted on flip chart during a conference to capture the ideas
- **Report Form**
 - Used to take info back to another group



If the issues are communication, leadership, organization and balance – our interactive teambuilding sessions can address your needs. Our content experts combine high-energy activities with relevant processing that gives your group tools they can implement immediately.

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Your Facilitator

Dr. Bridget Cooper, Mission Coach is a life coach and professional organizer. She has presented on time management, strategic life planning, decision making and problem solving, organizing, and conflict resolution to volunteer organizations, educational institutions, and government agencies. Bridget's organizing talents have been showcased on Fox5 News (DC), Forever Young (local cable program), and in Washington Homes Journal. In addition to her consulting practice, she was recently an assistant professor in her former doctoral program in higher education administration at The George Washington University. Raised in New England, Bridget earned her B.S. from the University of Massachusetts and M.A. through the marriage and family therapy program at the University of Connecticut.

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