



how to...

meet as one team

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Project Green Bean had all the hallmarks of three kingdoms thinking:

- 1. The person with the loudest voice and most power (or both) dominated meetings*
- 2. There were few if any two-way conversations between the key players, and*
- 3. Chronic hoarding of information was a feature at every stage*

The Big Jelly Bean Team



meetings

...a big part of the day or week

Meetings are a major feature of just about everyone's work. Whether it is the formality of a monthly Board meeting, the cut and thrust of typical Sales-Operations get togethers, or the daily update between team members, every meeting requires lots of time, resources and emotional energy.

disasters we have known

How often do you leave a meeting thinking or feeling like some of the points below?

- ▶ that was a waste of time
- ▶ why do a couple of people have to do all the talking?
- ▶ can't people just switch their mobiles - and not fiddle with emails
- ▶ nothing has happened since last meeting
- ▶ what is the point of this meeting?
- ▶ that meeting was badly managed
- ▶ we got so far off topic that everyone forget why we were there
- ▶ no one was prepared to be open and honest about the real issue
- ▶ people just pushed their own agendas
- ▶ no one listened to our point of view

are these your experiences.....either inside your regular team or when participating in cross-functional meetings?

If so, then you need some **think one team™** meeting guides and tools.

three ways to avoid disasters

Our three tools of choice so everyone meets as one team are:

checklist for one team meetings

Do you need to prepare a meeting? Then use this guide sheet to get a clear purpose, the right people in the room, a focused and realistic agenda and good group processes. Ideally, your implementation plan for **think one team™** will include developing a meeting pack.

meeting measure

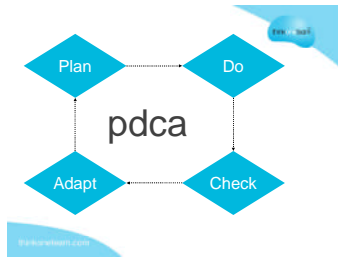
What gets measured gets done - and yet how much waste in organisation could be reduced by applying a simple measurement tool to each meeting?

mirrors - team contributor feedback

You would know that people are often blissfully unaware of the impact they have in a meeting. This tool - which also features in the Listen First module of **think one team™** - gives people the chance to get anonymous or open feedback on how others see their contribution in meetings. It is easy to use and changes behaviour - for the better!!

checklist for meeting as one team

Leaders of continual improvement in the manufacturing realm use a four step performance cycle that is described by the acronym **pdca**



Plan: establish the purpose and necessary processes

do: implement the processes

Check: measure / review and report the outcome

adapt: make improvements

pdca

is a great way to tackle the challenge of reducing the waste from meetings and making them more constructive and productive.

plan	do
<ul style="list-style-type: none"> - clear written purpose - defined outcome - right attendees - right time / timing - agenda is defined - appropriate venue - invitations / meeting requests all sent and confirmed 	<ul style="list-style-type: none"> - confirmed purpose - appointed facilitator / chair and secretary - agreed team rules - confirmed any logistics - stayed at right depth - shared the AIR while staying on track - summarised and confirmed all actions
adapt	check
<ul style="list-style-type: none"> - communicate changes to future meetings - begin PDCA for next meeting - improve next meeting 	<ul style="list-style-type: none"> - evaluated using meeting measure and / or mirrors - circulated notes and actions - filed documents



Meeting measure

.....*what gets measured gets done*

Use the simple meeting measure to gather feedback from everyone who attended the meeting.

Near the end of the meeting have everyone individually complete the measure and then either:

- collate the information for review and discussion (at the meeting or later)
- share ratings and discuss ways to improve future meetings

meeting measure form

By regularly measuring meetings we can strengthen the way we all work together

meeting time and date _____
 name (optional) _____

in this meeting we..:	Red	Yellow + / -	Green
had a clear and relevant purpose			
tackled the right issues			
continually shared the air			
stayed on track			
achieved a lot			
acted as one team			

notes



'mirrors'

.....how do you contribute to the success of meetings?

One of the best ways to improve your personal contribution in meetings is to get feedback from others. This is like looking in the mirror and seeing how you contribute in various ways.

The **think one team**TM tool that we use for this activity is called 'Mirrors' and it focuses on five key areas that are each important in having a functional team or group meeting.

one team behaviours

The mirrors tool uses the following five areas:

engaged Involved, contributed, not distracted	supportive Supported, encouraged others to contribute, explored others' views	real Open, honest, showed leadership, courageous when appropriate	style Style of communication and interaction suits the team's values and circumstances	impact Positive impact as would be judged by key stakeholders
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the opposite

As with think silos, it can be helpful to also consider what the opposite looks like:

dis-engaged Not involved, distracted	unsupportive Ignored and / or put down other views	avoiding Avoided the difficult issue	style Style didn't fit team values and / or circumstances	impact Little or negative impact for stakeholders
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The mirrors form is on the following page

