Reviewing Current Meetings

Preparation:
- Review Part A, Module 4

Activity Time Required:
- 20-30 minutes

Materials:
- Handouts
- Pens

This activity requires the following handout(s) for participants:
- Participant Worksheet
- Meeting Effectiveness Survey

Goal: To help participants assess their current meetings and revise, change or dispense with some of their meetings.

*This method is encouraged for participants who are uncomfortable with expressing dissenting views.

Step 1:
- ✓ At the next meeting of each and every team or group, plan for an evaluation and review of the meeting. Let people know ahead of time that this will occur.
- ✓ Give each team member 2 index cards:
  - On the first card ask them to write "What do I value and/or appreciate about this meeting?" and underneath to write down three things in answer to that question.
  - On the second card they should write "What would I like to see changed about this meeting?" and then write down 3 things in response to that question.
- ✓ Collect all the index cards and put them in two containers such as hats or boxes, one for things I value and the other for things to change.
- ✓ Have each person, one by one pull out a What I value and/or appreciate... response index card and read out the three things that are written there.
- ✓ Have one person record and write down the three things that are noted (role of the 'recorder'). Others will just listen and suspend judgment. Continue to read out from the valuing cards. The recorder can record with a check mark or add new ones as the case may be.
✓ After all the valuing cards from the first question have been read out, tackle the second set of cards (the change cards) with the "What would I like to see changed?" in the same way.

**Step 2:**
✓ After everyone’s ideas have been noted on the flipchart, facilitate a discussion of what everyone has heard about each other’s views.
✓ Based on the discussion, devise a plan for improving the meeting while preserving the valued aspects. Consider short and long-term objectives for improvement.

**Step 3:**
✓ Have everyone on the team complete the ‘Meeting Effectiveness Survey’ anonymously and return to one person. Ask them to complete the survey while thinking about how team meetings occur ‘in general.’
✓ Have a small group of people representing different components of your team analyze and summarize the data.
✓ Report the findings of the survey to the team at the next meeting.
Activity 4.1: Reviewing Current Meetings

Participant Worksheet

What do I value and/or appreciate about this meeting?

1.

2.

3.

What would I like to see changed about this meeting?

1.

2.

3.
Activity 4.1: Reviewing Current Meetings

Meeting Effectiveness Survey

Please give your candid opinions of the meeting you attended as part of this team. Rate each characteristic of the meeting by circling the number that applies.

1. Meeting Objectives

Are the objectives set out in advance of the meeting?

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Objectives are seldom set out in advance
Objectives are always set out in advance

2. Communication

Are agendas circulated to all members in advance of the meeting?

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Agendas are rarely circulated in advance
Agendas are always circulated in advance

3. Start Times

Do meetings start on time?

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</table>

Meetings hardly ever start on time
Meetings always start on time

4. Time Limits

Are there time limits for each agenda item?

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We do not set time limits
Time limits are set for each item

5. Meeting Review

Are action items brought forward from the previous meeting?

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Items are seldom brought forward
Items are always brought forward
APPENDIX 7

Team Building Resource Guide for Family Health Teams
Part B – Section 1
Module 4 Making the Most of Meetings
Activity 4.3 Participant Handout

January 2009

6. Role Clarity

Are roles (timekeeper, scribe, and facilitator) made clear?

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</tr>
</thead>
<tbody>
<tr>
<td>Roles are not defined</td>
<td>The meeting place is not well suited</td>
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<td></td>
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<tr>
<td>Roles are always defined</td>
<td>The meeting place is very good</td>
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</tbody>
</table>

Setting

Is there a quiet place for the meeting with ample work space, flipcharts and AV support?

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</tr>
</thead>
<tbody>
<tr>
<td>The meeting place is not well suited</td>
<td>There is rarely any planning</td>
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<tr>
<td>The meeting place is very good</td>
<td>There is always clarity on process</td>
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</table>

8. Process

Is there clarity before each topic as to how that item will be managed?

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</thead>
<tbody>
<tr>
<td>There is rarely any planning</td>
<td>We are often unprepared</td>
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<td></td>
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<tr>
<td>There is always clarity on process</td>
<td>We are generally prepared</td>
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</table>

9. Preparation

Does everyone come prepared and ready to make decisions?

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</tr>
</thead>
<tbody>
<tr>
<td>We are often unprepared</td>
<td>There are constant interruptions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>We are generally prepared</td>
<td>We control interruptions</td>
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</table>

10. Interruptions

Are meetings disrupted due to people leaving, phones ringing, pagers beeping, etc.?

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<td>We control interruptions</td>
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11. Participation

Page 30 of 111

Quality Improvement & Innovation Partnership
Are all members fully exchanging views, taking responsibility for actions and follow up?

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</thead>
<tbody>
<tr>
<td>People hold back and do not take ownership</td>
<td>Everyone offers ideas and takes actions</td>
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12. Leadership

Does one person make all the decisions or is there a sharing of authority?

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</tr>
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<tbody>
<tr>
<td>The manager holds the chair and makes most decisions</td>
<td>Authority is shared</td>
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13. Pace

How would you rate the pace of the meeting?

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<tbody>
<tr>
<td>Poor</td>
<td>Just Right</td>
<td></td>
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14. Tracking

Do meetings stay on track and follow the agenda?

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<tbody>
<tr>
<td>Meetings often stray off track</td>
<td>Meetings usually stay on track</td>
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15. Record Keeping

Are quality minutes kept and circulated, with action items being identified?

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<tbody>
<tr>
<td>Rarely kept and circulated</td>
<td>Always kept and circulated</td>
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16. Listening

Do members practice active listening?

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</thead>
<tbody>
<tr>
<td>We don't listen closely to each other</td>
<td>Everyone listens actively to each other</td>
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17. Conflict Management
Are differences of opinion suppressed or is conflict effectively used?

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<tbody>
<tr>
<td>Conflict isn't very effective</td>
<td>Conflict is effectively exploited for new ideas effectively used</td>
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18. Decision Making

Does the group generally make good decisions at our meetings?

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<tbody>
<tr>
<td>We tend to make poor decisions</td>
<td>We tend to make good decisions</td>
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19. Closure

Do we tend to end topics before getting into new ones?

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<tbody>
<tr>
<td>We often start a new Topic before closing another</td>
<td>We close each topic before moving on</td>
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(Bens I. 2000)
Activity 4.2: Evaluating Team Meetings

Preparation:
- Review Part A, Module 4

Activity Time Required:
- 15 minutes

Materials:
- Handouts
- Pens

This activity requires the following handout for participants:
- Participant Worksheet

Steps:
✓ At the end of a meeting, use the following questions to evaluate the team’s performance. (Hyer et al. 2003). This can be used as a prompt list of questions for discussion or a survey for staff to complete and hand in.

Participation
- Did each team member adequately participate in the discussion; contribute ideas to the problem, to the care plan?
- Did members express themselves clearly? Address the point at hand?
- Did members follow-up/ask for clarification on vague comments or positions by others?
- Did the team process business in a way that allowed each member to contribute his or her viewpoint/role?
- Was there leadership to create the necessary structure and organization for the team to complete its business?
- Was there adequate leadership for creating, challenging and analyzing ideas?

Conflict
- Did conflict or disagreement occur? Should there have been conflict? If so, why didn’t it occur?
- When conflict or disagreement occurred, did:
  o Some members dominate, push their ideas on others?
  o Some members withdraw, fail to voice their position?
  o The team know how to reach an agreement?
  o The team move too quickly in reaching an agreement?
Which of the following styles of dealing with conflict were used?
- Withdrawal/avoidance
- Competition
- Accommodation
- Compromise
Activity 4.2: Evaluating Team Meetings

Participant Worksheet

Please consider the following questions, and provide your comments in the spaces provided.

Participation
- Did each team member adequately participate in the discussion; contribute ideas to the problem, to the care plan?
- Did members express themselves clearly? Address the point at hand?
- Did members follow-up/ask for clarification on vague comments or positions by others?
- Did the team process business in a way that allowed each member to contribute his or her viewpoint/role?
- Was there leadership to create the necessary structure and organization for the team to complete its business?
- Was there adequate leadership for creating challenging and analyzing ideas?

Reflections:

Conflict
- Did conflict or disagreement occur? Should there have been conflict? If so, why didn’t it occur?
- When conflict or disagreement occurred, did: (check all that apply)
  - Some members dominate, push their ideas on others?
  - Some members withdraw, fail to voice their position?
  - The team know how to reach an agreement?
  - The team move too quickly in reaching an agreement?

Reflections:
Which of the following styles of dealing with conflict were used? (check all that apply)

- Withdrawal/avoidance
- Competition
- Accommodation
- Compromise

Reflections:
Activity 4.3: Meeting Effectiveness

Preparation:
- Review Part A, Module 4

Activity Time Required:
- 10 minutes, plus follow-up at the next team meeting.

Materials:
- Handouts
- Pens

This activity requires the following handout for participants:
- Meeting Effectiveness Survey

The Meeting Effectiveness Survey can be given to meeting participants at the end of each team meeting, or periodically to assess meeting effectiveness as needed.

Steps:
1. Have everyone on the team complete the survey anonymously and return to one person.
2. Have a small group of people representing different components of your team analyze and summarize the data.
3. Report the findings of the survey to the team at the next meeting.
Activity 4.3: Meeting Effectiveness

Meeting Effectiveness Survey

Please give your candid opinions of the meeting you attended as part of this team. Rate each characteristic of the meeting by circling the number that applies.

1. Meeting Objectives

Are the objectives set out in advance of the meeting?

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Objectives are seldom set out in advance  Objectives are always set out in advance

2. Communication

Are agendas circulated to all members in advance of the meeting?

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Agendas are rarely circulated in advance  Agendas are always circulated in advance

3. Start Times

Do meetings start on time?

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Meetings hardly ever start on time  Meetings always start on time

4. Time Limits

Are there time limits for each agenda item?

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We do not set time limits  Time limits are set for each item
5. **Meeting Review**

Are action items brought forward from the previous meeting?

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<tbody>
<tr>
<td>Items are seldom brought forward</td>
<td>Items are always brought forward</td>
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6. **Role Clarity**

Are roles (timekeeper, scribe, and facilitator) made clear?

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<tbody>
<tr>
<td>Roles are not defined</td>
<td>Roles are always defined</td>
<td></td>
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7. **Setting**

Is there a quiet place for the meeting with ample work space, flipcharts and AV support?

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<td></td>
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8. **Process**

Is there clarity before each topic as to how that item will be managed?

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</thead>
<tbody>
<tr>
<td>There is rarely any planning</td>
<td>There is always clarity on process</td>
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</tbody>
</table>

9. **Preparation**

Does everyone come prepared and ready to make decisions?

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<th>4</th>
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<tbody>
<tr>
<td>We are often unprepared</td>
<td>We are generally prepared</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
10. **Interruptions**

Are meetings disrupted due to people leaving, phones ringing, pagers beeping, etc.?

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</thead>
</table>

There are constant interruptions  We control interruptions

11. **Participation**

Are all members fully exchanging views, taking responsibility for actions and follow up?

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<tr>
<th>1</th>
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<th>7</th>
</tr>
</thead>
</table>

People hold back and do not take ownership  Everyone offers ideas and takes actions

12. **Leadership**

Does one person make all the decisions or is there a sharing of authority?

<table>
<thead>
<tr>
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The manager holds the chair  Authority is shared and makes most decisions

13. **Pace**

How would you rate the pace of the meeting?

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Poor  Just Right

14. **Tracking**

Do meetings stay on track and follow the agenda?

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Meetings often stray off track  Meetings usually stay on track
15. **Record Keeping**

Are quality minutes kept and circulated, with action items being identified?

```
1 2 3 4 5 6 7
```

Rarely kept and circulated

Always kept and circulated

16. **Listening**

Do members practice active listening?

```
1 2 3 4 5 6 7
```

We don’t listen closely to each other

Everyone listens actively to each other

17. **Conflict Management**

Are differences of opinion suppressed or is conflict effectively used?

```
1 2 3 4 5 6 7
```

Conflict isn’t very effectively used

Conflict is effectively exploited for new ideas

18. **Decision Making**

Does the group generally make good decisions at our meetings?

```
1 2 3 4 5 6 7
```

We tend to make poor decisions

We tend to make good decisions

19. **Closure**

Do we tend to end topics before getting into new ones?

```
1 2 3 4 5 6 7
```

We often start a new

We close each topic before moving on

Topic before closing another

(Bens 1. 2000)