

Advanced Leadership Communication

**Working with Teams – Part I:  
Running Effective Meetings**

March 2, 2016

# Meeting Planning Checklist

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- Why meet?
- Who to include?
- What to discuss?
- How to record ideas?
- Where to meet?

# Meeting Goals and Purpose

Identifying problems	Solving problems
Brainstorming ideas	Gathering information
Organizing	Decision making
Completing	Planning for implementation

# Balancing Competing Needs

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- Maximize speed
- End on time
- Prioritize task by emphasizing a fast decision
- Be individually accountable; resist “groupthink”
- Work with limited perspective and resources
- Maximize input
- Take time needed to be thoughtful & creative
- Prioritize process by promoting discussion and inclusion
- Be mutually accountable: move with the group
- Work with diverse perspectives and resources

# Who to Invite?

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- How many participants?
- What type of group do you want?
- Who needs to be there?
- How much background or new information do they need?

# Orchestrate the Roles

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- Who will serve as facilitator?
- Who will serve as scribe?
- Who will serve as timer?
- Who will serve as minutes writer?

# Set the Agenda

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- Specify the purpose and the participants
- Schedule agenda items
- Explain each agenda item
- Decide on the discussion format
- Decide on a decision-making technique
- Distribute the agenda in advance

# Opening the Meeting

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Set the tone

Remind participants of their roles

Reach agreement on ground rules

Involve people early



# Mental Listening Skills

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- Remove internal and external barriers
- Show an active interest in understanding others
- Hear the difference between issues and motives
- Distinguish between logical and emotional content

# Nonverbal Listening Skills

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- Posture – “an open center”
- Eye contact – “listening/speaking connection”
- Facial expressions and nodding
- Hand and arm gestures
- Awareness of others’ body language

# Decision-making Models

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- Executive or expert decisions
- Majority vote
- Consensus

# Ending the Meeting

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- Know when to end
- Summarize the meeting
- Confirm the summary
- End on a positive note
- Follow-up to ensure implementation

# Preview of Mon. & Wed. Classes

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- Leadership Communication: Presenting to a Hostile Audience
- **Enjoy SIP & Spring Break**
- March 28<sup>th</sup> Class: Leadership Communication: Working with Teams: Part II (Team Roles)
- **READ:** *The Process of Building and Maintaining a Group, by E. Schein*

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