

Characteristics of an Effective Meeting/Group Visit

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Quality Improvement

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Objectives

- Identify the common characteristics of an effective meeting.
- *Introduce & Practice* specific techniques that help to promote an effective meeting.

Why we are here today



- *Purpose:* In order to lead more effective group discussions
- *Process:* we will learn a variety of techniques
- *Pay off:* so that we can better serve our patients.

Characteristics of an effective meeting:

1. Clear organizational structure
2. Clear team processes.
3. Strong individual contributions.

Normal stages of team development

- Forming
- Storming
- Norming
- Performing



Keep in mind...

- The duration and intensity of the stages vary. *Caution re over-reacting to 'normal' problems.*
- The more you know what to expect as a team progresses, the better you can manage challenges.
- *'Recognize, set-up and anticipate'.* Together work on issues that truly need addressing.

Facilitation Challenges

DISTRACTIONS

INTERRUPTIONS

Facilitation Challenges

Dealing with Special Problems in Groups

- Silence in the group
- Talk as an avoidance
- Chronic monopolist
- Acting out, hostile behavior
- Resistance
- Absences
- Manipulator
- Do-gooders
- Hidden agendas



Facilitation Challenges

Interventions

Actions during the group discussion to get things back on track

Ask yourself:

- What is my purpose in intervening?
- When is the appropriate time to intervene?
- Where should I intervene?
- How should I intervene?

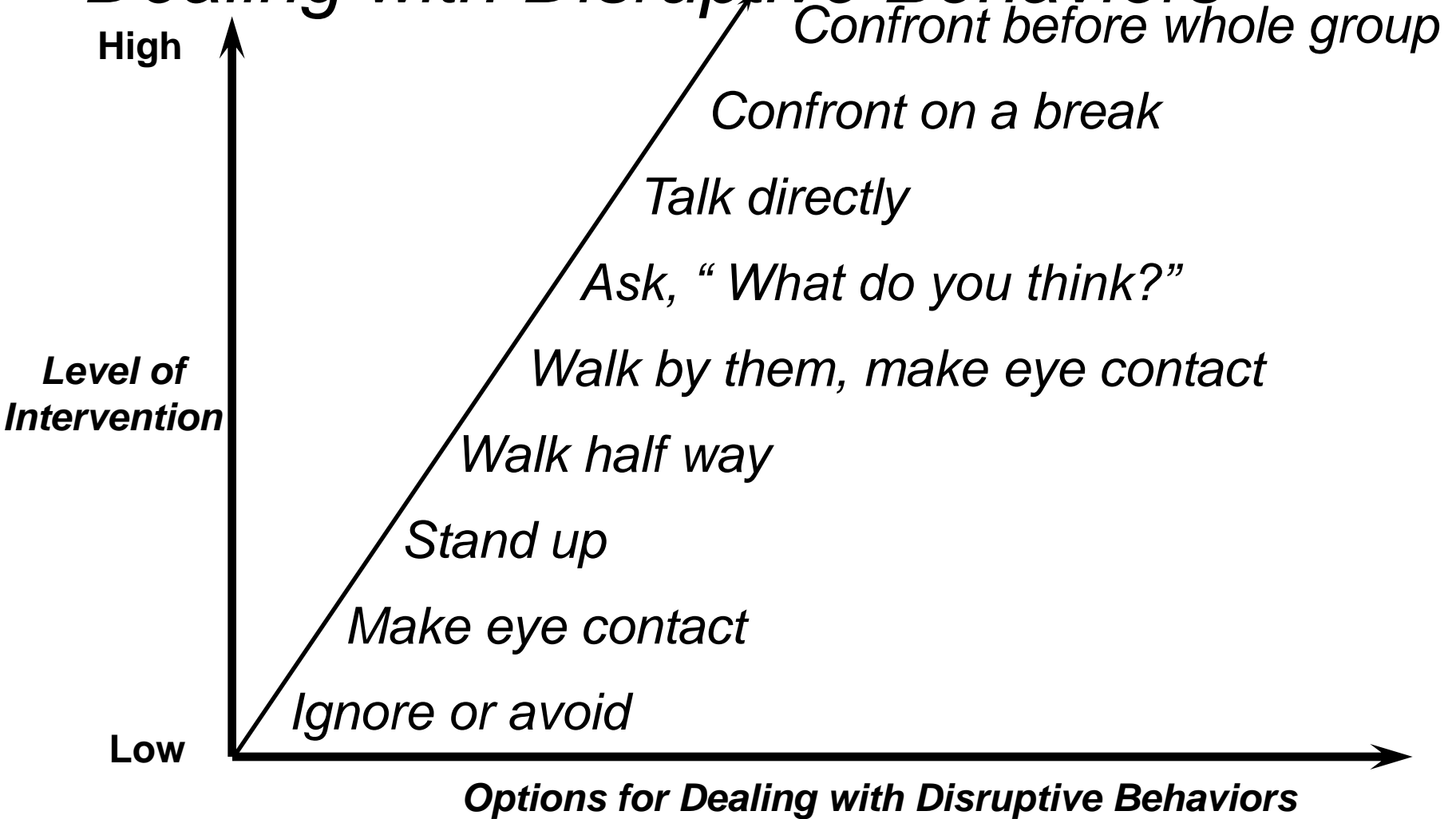
Facilitation Challenges

Techniques for Intervention

- Pause before reacting
- Do not push back
- Ask “what” or “how” questions instead of “why”
- Describe behaviors
- Do a perception check with group

Facilitation Challenges

Dealing with Disruptive Behaviors



Facilitation Challenges

Facilitation Techniques for Individual Behavior

BEHAVIOR	POSSIBLE EXPLANATION	RESPONSE
<u>Overly Talkative</u>	May be well-informed or over-eager	<ul style="list-style-type: none">• Do not be sarcastic• Slow them with challenging questions• Let group manage them to the greatest extent possible
<u>Highly Argumentative</u>	Combative personality, emotionally charged issue or possible history	<ul style="list-style-type: none">• Check your temper• Get opinions from others and move on• Talk to them during breaks to gain insight
<u>Quick and Overly Helpful</u>	Trying to help or trying to exclude others	<ul style="list-style-type: none">• Cut across tactfully by directing questions to others• Thank them and suggest putting others to work• Use them to summarize flip charts
<u>Rambling</u>	Does not focus on subject	<ul style="list-style-type: none">• When an opening develops, thank them, restate relevant points, move on• Acknowledge interest and refocus on agenda• Last resort – look at your watch

Facilitation Challenges

Facilitation Techniques for Individual Behavior

BEHAVIOR	POSSIBLE EXPLANATION	RESPONSE
<u>Personality Clash</u>	Two or more members clash	<ul style="list-style-type: none">• Note points of disagreement, minimize where possible• Draw attention to agenda• Bring others in
<u>Obstinate</u>	Biased/prejudiced regarding topic or process	<ul style="list-style-type: none">• Throw their view to the group for contrast/balance• Offer to discuss sidebar issues offline• Suggest they work with the team for now
<u>Side Conversation</u>	May be related, may be personal	<ul style="list-style-type: none">• Call on one individual by name and ask an easy question• Call on one individual by name and repeat last opinion offered, ask for their response• If you move around the room, stand behind members engaging in sidebars• Ask for process check

Facilitation Challenges

Facilitation Techniques for Individual Behavior

BEHAVIOR	POSSIBLE EXPLANATION	RESPONSE
<u>Inarticulate</u>	Lacks ability or confidence to express thoughts with precision	<ul style="list-style-type: none"> • Let me repeat that ... • If I understand you correctly...
<u>Definitely Wrong Comment</u>	Misunderstands topic	<ul style="list-style-type: none"> • Handle with care, avoid embarrassing them • I see your point, can we reconcile it with...
Asks Your Opinion/Advice	Trying to put you on the spot or may honestly want help	<ul style="list-style-type: none"> • Avoid solving problems • Direct questions to others • Never take sides
<u>Refuses to Participate</u>	Bored, insecure, feels superior, disinterested	<ul style="list-style-type: none"> • Arouse interest by seeking their opinions • Draw out people near them first • Sincere and subtle recognition
Tell War Stories	Wants to contribute or dominate hidden agenda, seeks recognition	<ul style="list-style-type: none"> • Ask them to remain focused on discussion at hand • Honor the past but suggest that the team deal with today's issue

Feedback

WHAT WORKED (Plus)	SUGGESTED CHANGES (Delta)