

# Characteristics of an Effective Meeting/Group Visit

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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?

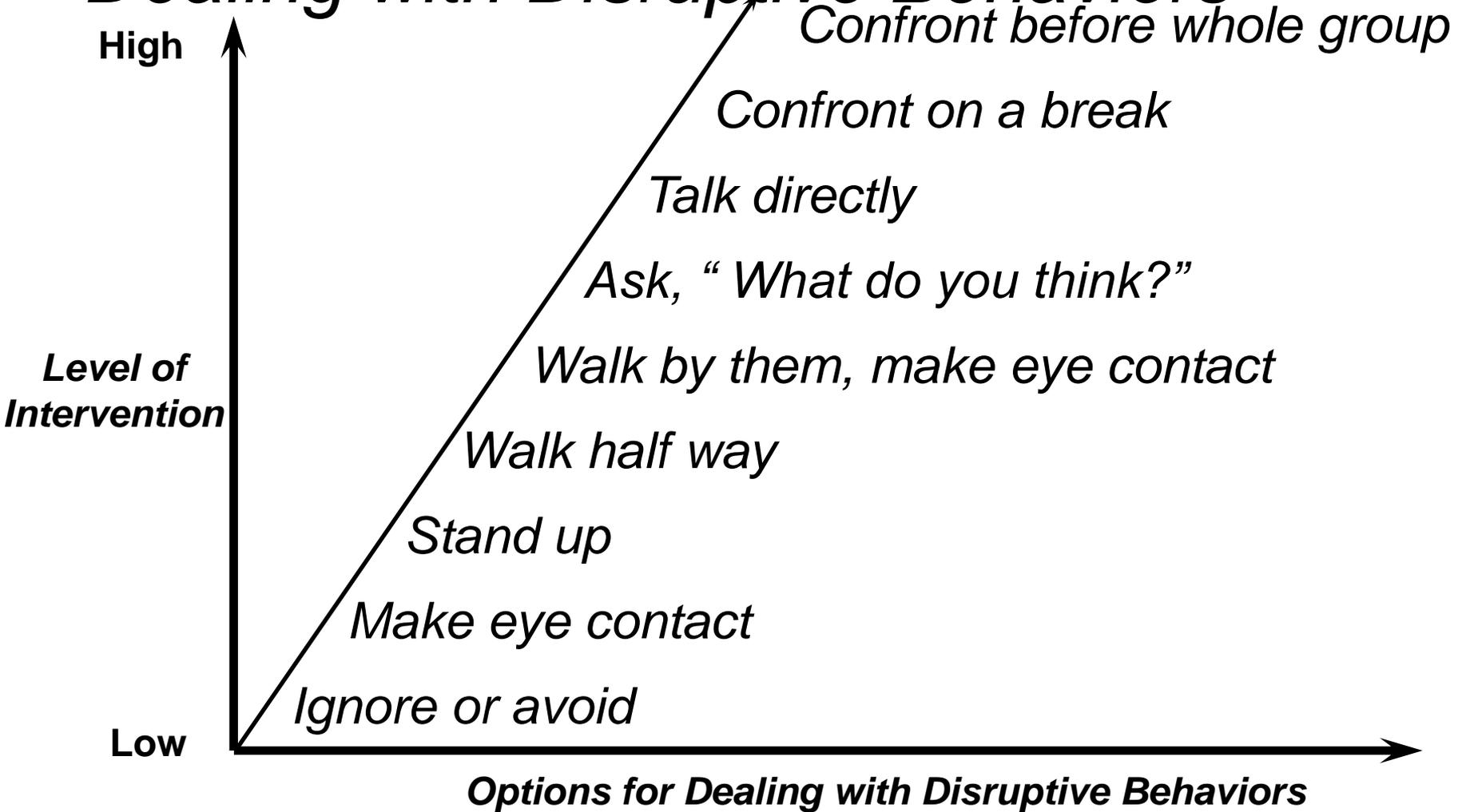
# Facilitation Challenges

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

# Facilitation Challenges

## *Facilitation Techniques for Individual Behavior*

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

# Facilitation Challenges

## *Facilitation Techniques for Individual Behavior*

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

# *Feedback*

<b>WHAT WORKED (Plus)</b>	<b>SUGGESTED CHANGES (Delta)</b>