

*Think of some of the  
bad meetings you  
have been in...  
What makes them a  
disaster?*



# Effective Middle Leadership

## Session 3 – Effective Meetings

### **Area of focus:**

- Chairing Effective Meetings

### **Key questions/lines of enquiry:**

- How can we get everyone engaged and participating in meetings?

### **Desired outcomes:**

- Learn how to prepare for an effective meeting
- Learn how to chair and facilitate an effective meeting
- Deepen knowledge of positive and negative behaviours in a meeting
- Widen toolkit for dealing with difficult participants

# It's Monday and this arrives in your inbox

Ormiston Made Up Academy Department Meeting  
Wednesday 3-4pm.

## Agenda

1. Department Vision/More effective collaboration
2. Sharing Our Practice from last T&L sessions.
3. Ofsted Interviews.
4. Marking policy
5. Data Collection
6. AOB.

- What do you think of this agenda?

- What do I think of this agenda?



Have a look at this one. In which ways does it resolve the issues with the last one?

Are there any tweaks you want make?

**TASK:** You have a faculty business meeting the Thurs after half term (next school week). Write your agenda to go out to your team.

# Name of Project

## Team Meeting

Date: Feb 22, 2024 Time: 3:00 pm Location: Room 42

### Meeting Goals / Purposes / Objectives

- A. Goal A
- B. Goal B
- C. Goal C

### Pework - please prepare with the following:

- A. Assignment A
- B. Assignment B
- C. Assignment C

Time	Topic / Discussion Item	Facilitator
3:00 pm 5 min	Informational Items / Recognition / News	
3:05 pm 5 min	Action Item 1	
3:10 pm 5 min	Action Item 2	
3:15 pm 15 min	Discussion Item 1	
3:30 pm 10 min	Discussion Item 2	
3:40 pm 10 min	Next Steps	
3:50 pm 5 min	Review of New Action Items/Needed Resources	
3:55 pm 5 min	Next Meeting Purpose and Agenda Items	

# Drawing out clear actions...

- WHAT, WHO, WHEN?
- DO they know HOW?
- Do you all know WHY?



## 2. T&L – CT

CT attended a T&L meeting on Monday which was about the use of pupil talk. He is going to send a sheet round from the meeting about how we use group talk in the hope that we can use this to share good practice.

**Action:** CT to email sheet out to department members by 13.04.22.

ALL to respond and email back by 20.04.22

## 3. DATA – CT

SP is data tracking GCSE targets. CT will be coming round to all members of the faculty who are involved to go through the targets. If you agree with them it is simply a tick, but if you disagree you will need to collate evidence to show why the student will not achieve that grade. This is different data to SIMS.

**Action:** CT to send class data to teachers by 13.04.22.

If no issues, send back to CT by 20.04.22.

If issues, comment why they will not achieve grade and send back to CT by 22.04.22

## 4. BTEC – KIR

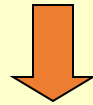
Lesley has given KIR the BTEC entry forms, there are some amendments.

**Action** CT to meet with KIR and ensure they are all correct and to sign it off. By 20.04.22.

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e action  
o, When.

# Beckhard model: Team effectiveness hierarchy

- **Goals** (What the team is trying to accomplish)



- **Roles** (Who does what)



- **Processes** (How the work gets done)



- **Relationships** (How the members interact)



## Goals – what is the team trying to accomplish?

- Clear: understood by all the team
- Owned
- Specific and measurable
- Team members do not have conflicting goals (task versus quality)

## Roles – who does what in the team?

- Complete clarity of role
- Boundaries and responsibilities
- Openness and shared perception of role
- Is there conflict, eg do roles overlap and whose role is it to manage that conflict?
- Do people understand what to do if they end up facilitating an agenda item?



## Processes – how members work together

- Decision-making – how are decisions made?
- Communication – are there agreed systems?
- Leadership style – does the chair consciously adopt the most appropriate leadership style for specific parts of the session or use their dominant style?

## Relationships – the quality of interaction in the team

- Are working relationships open and co-operative?
- Are there values and protocols governing interactions?
- How are feelings, attitudes and emotions dealt with?

# Reading the room...



# Reading the room...

Body position	What it means
Slumped posture	<i>What do you think?</i>
Erect posture	
Leaning forward	
Leaning back	
Crossed arms	
Open arms or hands	
Hands tightly clenched or wringing	
Covering the ear	
Touching the nose	
Holding the arms of the chair	

# Negative behaviours – what types have we seen?

- Blocking behaviours – rejecting ideas without adequate consideration
- Dominating behaviours – excessive talking, interrupting
- Withdrawing behaviours – Doodling. Daydreaming
- Rambling behaviours – directing attention away from the issue
- Self indulgent behaviours – putting your needs above success of the group

# General guidelines for dealing with difficult people

- B Behaviour *When you disrupted the meeting (behaviour)*
- O Outcome *People felt uncomfortable (outcome)*
- C Consequence *As a result they stopped contributing (consequence)*
- A Action *So what will happen now? (action)*

# General guidelines for dealing with difficult chairing

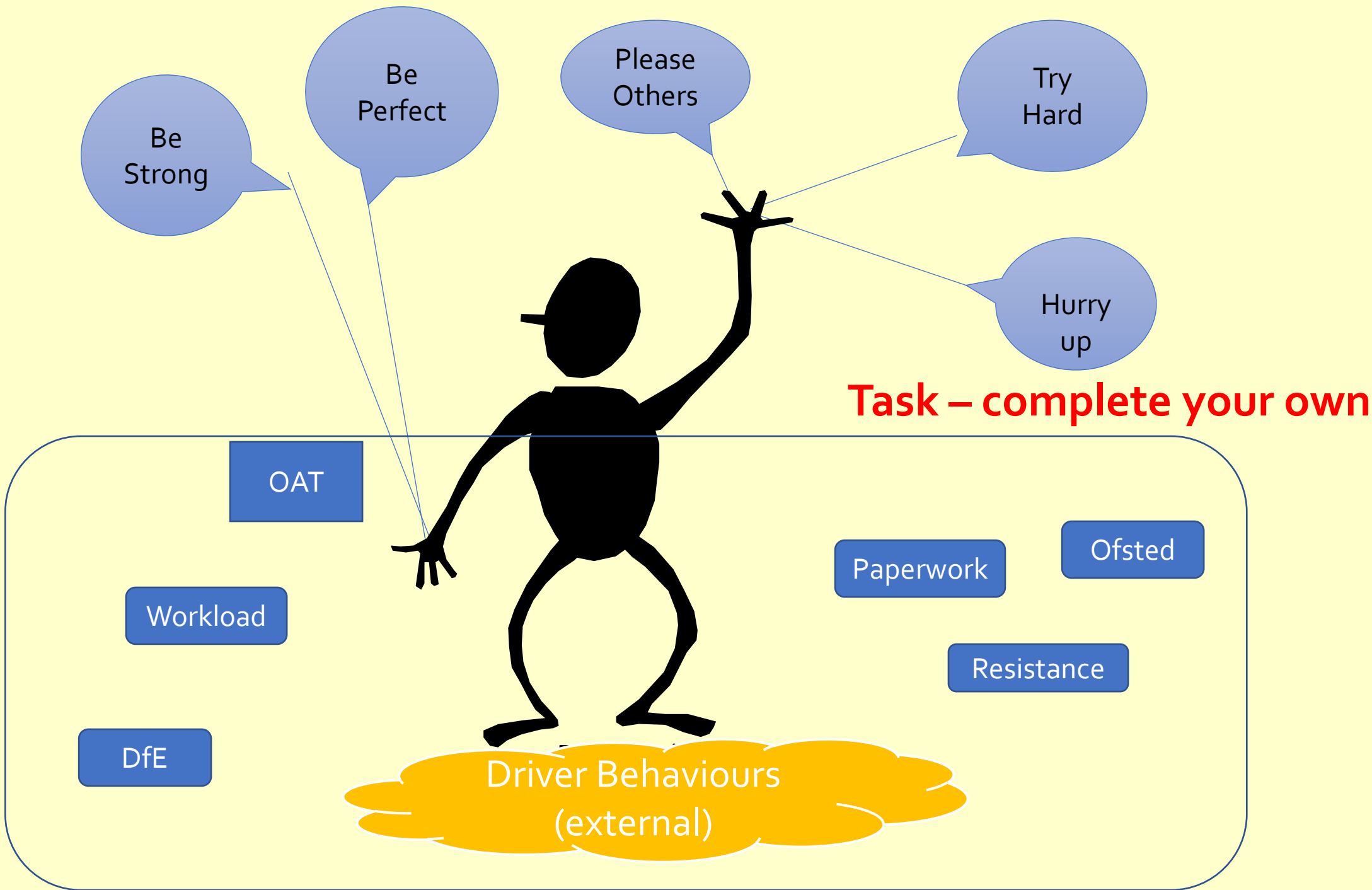
- Don't be defensive when criticised
- Don't put people down
- Don't compete
- Build on existing support
- Break the group into units with a specific task
- Don't let tensions erode your confidence
- Get the critic to be precise
- Listen to critical friends
- Cool off
- Let feelings be discussed

# Positive Behaviours

- Initiating behaviours – keeping the dialogue flowing, offering suggestions
- Supporting behaviours – encouraging so that participation is maximised
- Clarifying behaviours – interpreting information provided by others, developing joint understanding
- Regulating behaviours – reminding others of the ground rules and agreed protocols
- Energising behaviours – model enthusiasm and motivation
- Mediating behaviours – modifying behaviour in the interest of group achievement



***So what stops us from being a successful chair?***



# Gap Task

- Put into practice the planning, chairing and body language tips. Reflect on your next meeting.

# Resources to print

