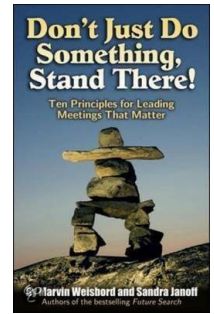
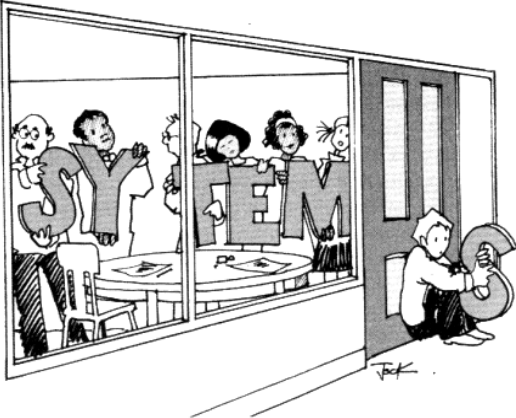
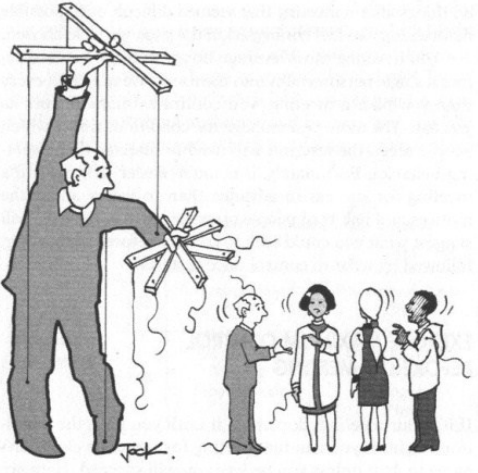


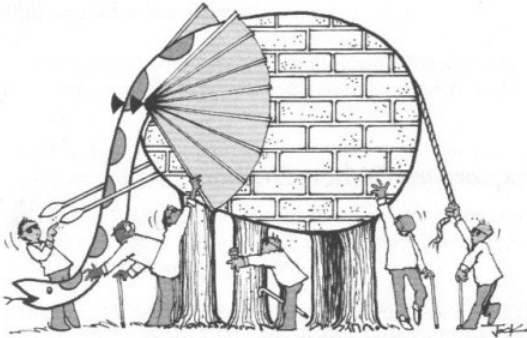


Ten Principles for Leading Meetings That Matter



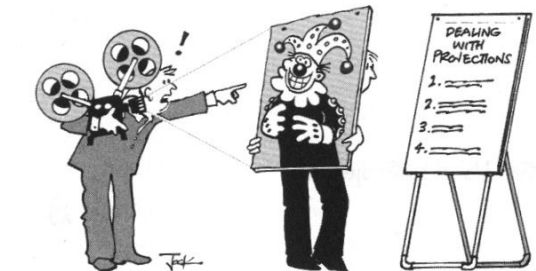
A summary of the book *Don't Just Do Something, Stand There*, by Marvin Weisbord & Sandra Janoff


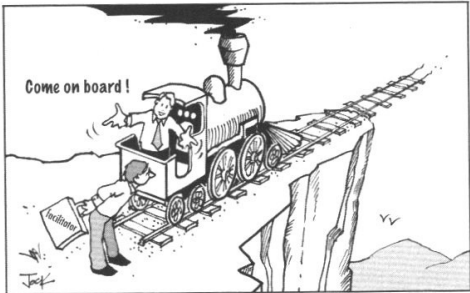
Summary made by Eva van der Fluit and Tonnie van der Zouwen, October 2012

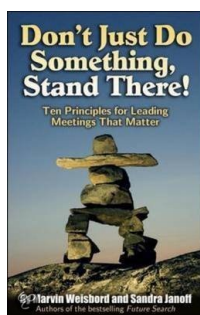


Principles	Guidelines for practice
<p>1. Get the whole system in the room</p> 	<ul style="list-style-type: none"> • Define the whole system. Who ARE – IN? A group that has within it various people with: <ul style="list-style-type: none"> ○ A = Authority to act ○ R = Resources, such as contacts, time, or money ○ E = Expertise in the issues to be considered ○ I = Information about the topic that no others have ○ N = Need to be involved because they will be affected by the outcome and can speak to the consequences • Match people to the task • Match the meetings length to its agenda • Give people time to express themselves, to own the situation and take responsibility • Use differentiation and integration techniques so people can explore a diversity of perspectives and integrate them to new views • Use the 3 by 3 rule if you can't get the whole system (any 3 functions from any 3 levels you can get)
<p>2. Control what you can, let go what you can't</p> 	<ul style="list-style-type: none"> • Create a setting for participants to self-manage their work • Forget about being able to control behavior of people • Exercise maximum control before the meeting <ul style="list-style-type: none"> ○ Know your role (content task or not, a stake in the outcome or not), and be clear about your role ○ Clarify the purpose ○ Assure that participants are equal to the task (invitation strategy) ○ Use subgroups to differentiate and integrate views ○ Plan to have each group report to the whole ○ Allow enough time ○ Choose healthy working conditions • Exercise minimum control during the meeting <ul style="list-style-type: none"> ○ Watch for fight of flight behavior ○ Head off interactions that might alienate or

Principles	Guidelines for practice
	<ul style="list-style-type: none"> ○ isolate someone ○ Arrange seating to fit the purpose ○ Establish time management norms early
<p data-bbox="204 459 625 488">3. Explore the “Whole Elephant”</p> 	<ul style="list-style-type: none"> • Apply Systems Thinking: Things are connected, so explore the whole before fixing any part • Bring “the environment” into the room in the form of people, people will learn that together they can do things none would have considered alone; explore both content and how people feel about it • Techniques for exploring the whole: <ul style="list-style-type: none"> ○ Apply a Go-Around with a talking stick ○ Use Time Lines ○ Make a Mind Map ○ Draw a Group Flowcharts • Don’t confuse techniques with principles; allow people to build a shared frame of reference, a more complex and realistic view than they had before • Get everybody on the same page before asking them to problem solve or decide • They will make better choices and be more likely to accept responsibility for action
<p data-bbox="204 1182 571 1211">4. Let people be responsible</p> 	<ul style="list-style-type: none"> • People expect that the meeting leader does most of the work; don’t take the entire burden on yourself • Help people to share responsibility by: <ul style="list-style-type: none"> ○ Accept people the way they are, not as you want them to be ○ People have the right to say No, let people hide their hidden agendas ○ Do less so that others will do more ○ Encourage self-management ○ Contain your own ‘Hot Buttons’ ○ Encourage dialogue
<p data-bbox="204 1653 518 1682">5. Find common ground</p> 	<ul style="list-style-type: none"> • Focus on common ground, the issues what people can agree on and not on issues that they cannot resolve • Getting to common ground: <ul style="list-style-type: none"> ○ Hold off problem solving until all can talk about the same world ○ Get conflicts into the open and then leave them there; focus on what people can agree on ○ Focus on the future, tap into the dreams and hopes of people

Principles	Guidelines for practice
<p>6. Master the art of subgrouping</p> 	<ul style="list-style-type: none"> • Seek to free people from group pressure; groups will keep working so long as no member becomes a victim of stereotyping • Differences may quickly lead to 'good views' and 'bad views', bringing tensions we are upset about • Move towards this tension and invite people to express their differences • Make subgroups for every different view, so all views are appreciated and the group can keep working on the task • Subgroup techniques: <ul style="list-style-type: none"> ○ Ask an 'Anyone else question' when someone expresses critique ○ Prevent polarization in A's and B's by making two subgroups and let the A's listen to the B's and then the B's listen to the A's ○ Listen for the integrating statement ○ Get everybody to differentiate their positions, use a go-around when the group gets stuck
<p>7. Make friends with anxiety</p> 	<ul style="list-style-type: none"> • You can grow your capacity for leadership by increasing your tolerance for such natural conditions as disorder, ambiguity, and uncertainty • Control you anxiety when things get stuck and everyone is looking at you, by: <ul style="list-style-type: none"> ○ Present the four rooms of change on a flipchart at the start ○ Keep breathing ○ Control your own negative expectation ○ Check your internal dialogue ○ Arrange for people to move if they've been sitting for a long time ○ Ask the group what to do next
<p>8. Get used to projections</p> 	<ul style="list-style-type: none"> • We may project our hopes and fears on others, making them responsible for our feelings and our fate. Others do the same to us, especially when we take leadership. • Grow awareness of your own positive and negative sites, you become less judgmental • When you feel uncomfortable in a group, it is probably caused by something you don't accept in yourself • Try to own this feeling, use 'percept' language • For instance: <ul style="list-style-type: none"> ○ 'This group is frustrating' becomes 'I have a part in me being frustrated' ○ 'It doesn't matter' becomes 'I don't matter'

Principles	Guidelines for practice
<p>9. Be a dependable authority</p> 	<ul style="list-style-type: none"> • Anytime you assume authority, people test your dependability • Recognize dependency (<i>you are a great leader</i>) • Recognize counter-dependency (<i>you are a worthless leader</i>) • Don't take this behaviour personally, they are authority projections on your role • Tips for reacting on authority projections: <ul style="list-style-type: none"> ○ Reply briefly on dependency ○ Get a subgroup for counter-dependency ○ Deflect direct attacks, for instance by 'who else thinks'
<p>10. Learn to say NO if you want your YES to mean something</p> 	<ul style="list-style-type: none"> • Say No to conditions where you are not likely to succeed; you will save yourself and others a lot of time and effort • Offer an alternative that meets the principles better • Don't promise more than you can deliver



More information on organizing and leading productive, meaningful meetings:

- The book *Don't Just Do Something Stand There! Ten principles for Leading Meetings That Matter*, by Marvin Weisbord and Sandra Janoff, 2007
- www.futuresearch.net : Training workshops with Marvin Weisbord and Sandra Janoff
- www.largescaleinterventions.com : Principles, working elements and information about Large Group Interventions methods, trainings and workshops; experiences of Eva van der Fluit and Tonnie van der Zouwen
- www.tonnievanderzouwen.nl/wiki: Research on effective use of the principles for productive meetings
- The book *Building an evidence based practical guide to Large Scale Interventions. Towards sustainable change with the whole system*, by Tonnie van der Zouwen, 2011
- The book *Productive Workplaces third edition*, by Marvin Weisbord, 2011

