GRAHAM WILSON'S

MEETINGS THAT ROCK!

HOW TO DESIGN, PREPARE AND DELIVER MEETINGS THAT INSPIRE ACTION

MEETINGS THAT ROCK!

Written by

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Part of the Leadership Laid Bare Series

WELCOME TO MEETINGS THAT ROCK!

Congratulations on realising the importance as a leader to running productive meetings. So much that you have the desire to ensure they are planned, prepared and conducted in a way that ensures the best possible outcomes – that they ROCK!

- Have you ever been sitting in a meeting wondering why you are there?
- Have you been facilitating a meeting where people don't have the confidence to say what they're thinking – where trust is too low?
- Do you attend meetings that don't create enough energy to solve problems?
- Have you had to nudge someone awake during a meeting (or been nudged)?
- Have you ever wondered why people go away from the meeting and do something completely different to what you thought should happen or nothing happens at all?
- Does the real meeting happen in the car park or around the coffee machine?

What about a meeting where…

- You know exactly the purpose of what the meeting is about
- You know how it links to what is important and a priority in your business
- You know what value you add or value you receive
- You are excited about being there
- The process has been well thought through so thinking and action happen effortlessly
- Challenge, confrontation and rigour is high, and it is welcomed, exciting and energising
- You know exactly what happens after the meeting and why
- There is "one voice" after the meeting
- Aligned action happens and is reviewed after the meeting to learn and continuously improve

This guide and toolkit is designed to achieve this and gives you tools you can use to engage people and inspire action!

Every Success

Graham

Graham Wilson

A LEADERSHIP TOOLKIT FOR VISIONARIES

This meetings toolkit is for leaders who want to make a real difference and remove outdated ways of doing things. It is part of the **Leadership Laid Bare Series** and one of many leadership toolkits I have developed for leaders like you.

By working with many of the leading organisations around the world I am constantly learning new ideas and tools. Not all the tools in this Ebook are mine. You could say that your toolkit is co-authored and field tested by my clients and colleagues . It is work in progress.

Other resources available to boost your results are:

- Leadership Laid Bare

- Building Elite Teams

- Team Leaders Toolkit

- Leading Leaders Toolkit

- Leading Functions/Organisations Toolkit

- Crafting Perfect Projects

- Strategic Innovation Toolkit

- Developing Your Leadership Brand

- Collaborating 4 Success

- Developing Emotional Intelligence

MEETINGS THAT ROCK! - ON A PAGE:

I'm going to make a guess that you are a really busy person; so thank you for taking the time to read this toolkit. My life evolves around awakening possibility in leaders and I am privileged to work with many leaders of organisations around the world. I always challenge them to get their strategy on a page. The same for their leaders, managers, change leaders and project managers. There is enormous value in taking the complex and making it simple. I challenge them because it is really easy to forget who the strategy, operating plan, change plan or project plan is for. They get caught up in the intellectual challenge and the business of driving for results, and they forget to ask the most important question. What do I want people to do after they have seen, heard and experienced the strategy or plan? So I have challenged myself for all you busy people out there to get this toolkit on one page and get you focused on **making your meetings rock!**

Here are my learnings from crafting and delivering many thousands of workshops, meetings and trainings in many different cultures and settings over my 30+ year career.

1. When planning a meeting the starting point has to be the question, "What is the purpose of the meeting?"
2. Second question is…"What do I want people to do after the meeting?"
3. Third question is …"How do I want them to feel?"
4. Fourth question is … "How am I going to inspire action?"
5. Always have a purpose to a meeting that is aligned to organisation goals and values – and communicate the alignment
6. Sell the purpose of the meeting before people get there - they should want to be there and arrive curious, excited, and valued
7. Invite individuals personally to meetings and sell the value of them being there and why they need to be there
8. When working out who should be there ask two questions, will they add value or receive value?… If no don't invite them
9. Never have AOB - find out individual hopes and fears before the meeting or right at the start. And kill the risk!
10. Handle any negativity at the start to give you time to raise desire and motivation so people leave on a high
11. Use Sticky Steps planning to craft your agenda - in order to…I must….
12. When developing an agenda you must develop 'the what' <u>AND</u> 'the how' – use the best tools and techniques to tackle each item
13. Write the agenda topics as questions to get people in the right frame and to get them thinking about solutions
14. Never ask, "Do you understand?" Check for clarity and challenge people to verbalise what they are going to do
15. Use technology appropriately
16. Remember that there are never difficult people at meetings…you have or are using the wrong process
17. Actions should leave with everyone immediately…writing up actions days later is poor discipline. You want action now
18. Create the right environment for the purpose and type of meeting – use different processes for different meetings
19. Make it fun, have a laugh, keep active, use nature, use music, keep it interactive, use visual facilitation, inspire action
20. Always look for ways to improve your meetings…review and learn every time. **Make your meetings ROCK!**

CONTENTS: MEETING GUIDES

CONTENTS: MEETING TOOLS

THE LIFE OF A MEETING

Let's make a start and look at the big picture of meetings. What does a great meeting look like?

The most important thing to remember is that success is defined by what happens after the meeting! When I am teaching leaders how to plan, prepare and conduct a meeting that inspires action I start with drawing what a meeting should look like and what happens in reality.
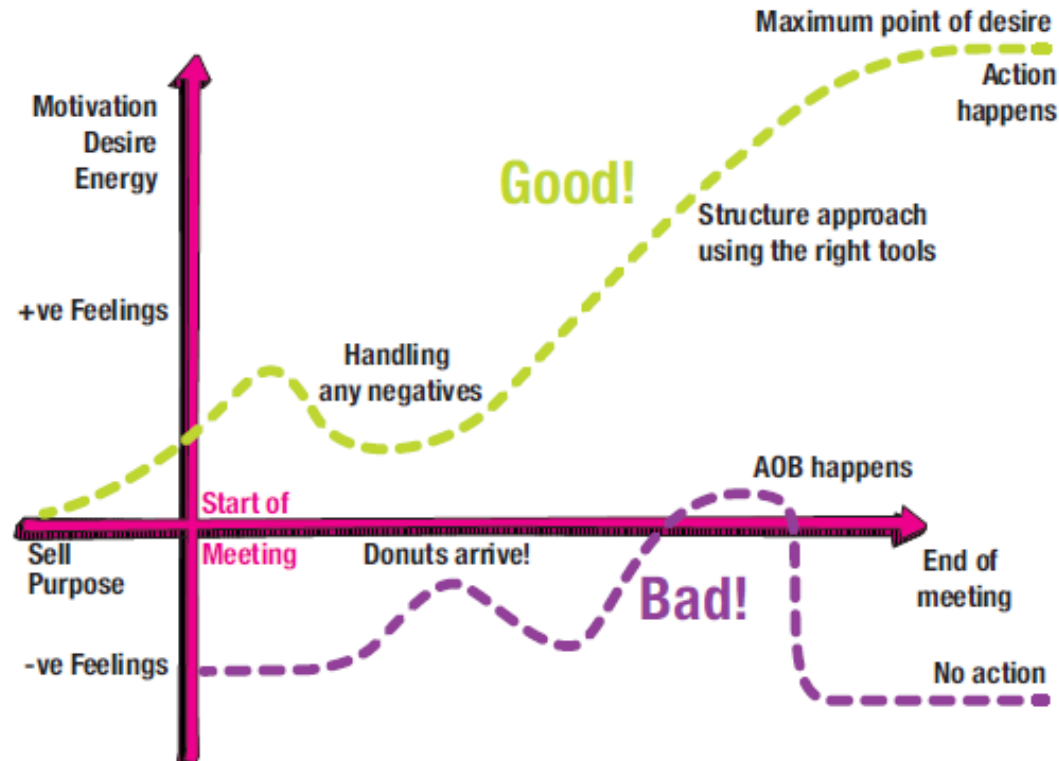
How do you run your meetings, green or purple line? This EBOOK is your guide of how to make sure your meetings follow the green line and that they ROCK!

MEETING GUIDES

TYPES OF MEETING

It is important to establish what type of meeting you are having before you decide on the plan. Here is a table to help you decide.

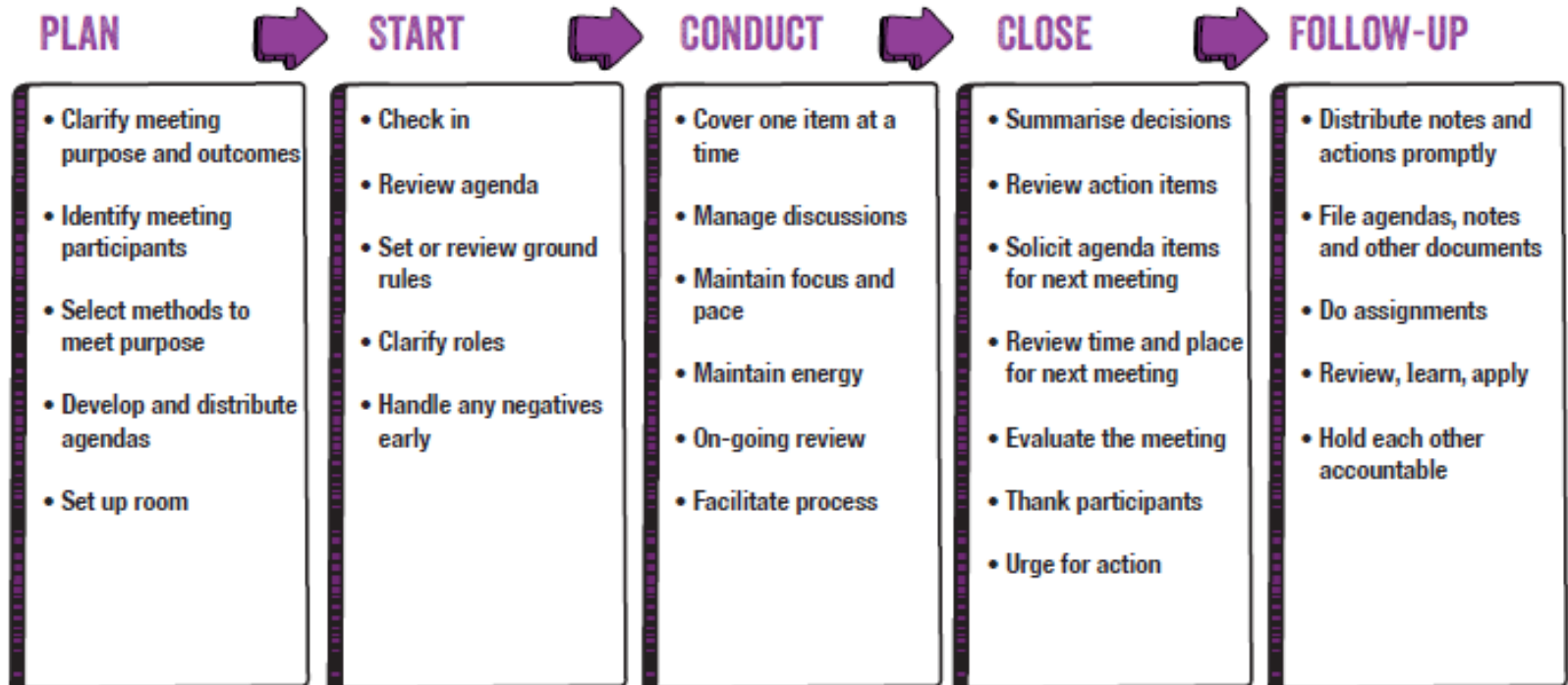| Meeting Type	Time Required	Purpose/Format	Keys to Success
Daily Check In	5-10 minutes	Share daily schedules and activities	• Stand up • Keep it administrative • Don't cancel even when someone can't be there
Weekly Tactical	45 -90 minutes	Review weekly activities and metrics, and resolve tactical obstacles and issues	• Set the agenda after initial reporting • Park strategic discussions • Communicate outcomes
Monthly Strategic	2 - 4 hours	Discuss, analyse, brainstorm, and decide on critical issues and opportunities affecting long term success.	• Limit to one or two topics • Prepare and do research • Engage in good conflict • Use right tools
Quarterly off site	1 -2 days	Review strategy, landscape, change drivers, team development, learning	• Get out of office • Focus on work • Don't over structure of overburden the schedule • Have fun • Spend time learning
Team Improvement Action Learning	Varying depending on topic from 1 hour to 2 days	Improve Performance Learning and Taking Action	• Create right environment • Focus on the what and the how • Spend enough time reflecting before taking action • Ask why did it happen • Use theory to help learning
Virtual Meetings	30 – 45 minutes	Solve tactical issues/opportunities Review progress	• Use a shared screen • Clarify and agree roles • Use rotation system to include attendees

MEETING PROCESS

Once you have decided on the type of meeting you are having you can move onto the planning. Here is a process that will help you.

PLAN → START → CONDUCT → CLOSE → FOLLOW-UP

PLAN
- Clarify meeting purpose and outcomes
- Identify meeting participants
- Select methods to meet purpose
- Develop and distribute agendas
- Set up room

START
- Check in
- Review agenda
- Set or review ground rules
- Clarify roles
- Handle any negatives early

CONDUCT
- Cover one item at a time
- Manage discussions
- Maintain focus and pace
- Maintain energy
- On-going review
- Facilitate process

CLOSE
- Summarise decisions
- Review action items
- Solicit agenda items for next meeting
- Review time and place for next meeting
- Evaluate the meeting
- Thank participants
- Urge for action

FOLLOW-UP
- Distribute notes and actions promptly
- File agendas, notes and other documents
- Do assignments
- Review, learn, apply
- Hold each other accountable

"THE BAD NEWS IS THAT TIME FLIES, THE GOOD NEWS IS THAT YOU ARE THE PILOT"
ANON.

MEETING PREPARATION

The success of a meeting is largely determined by the preparation done in advance. These questions are designed to help you think through the key considerations for most meetings.

Question	Guide
Do I really need the meeting?	What do I want to happen as a result? How does this link to my strategy/plans/organisational strategy? Can I achieve this without the cost of a face to face meeting?
What do I want to achieve?	What are the specific goals of the meeting? What type of meeting is it?
Who do I need at the meeting?	Who are the key stakeholders, decision makers, experts, influencers? Any politics I need to handle?
When is the best time?	Avoid clashes with other meetings, when do I need the decisions by? What time of day is best? Anything else going on that will impact on results?
Where is the best place to run it?	On site, off site, which country, transport links, environment, customer base?
What is the best process?	Flow of pre, during and post process. Which tools will work best? What order. How do a create buy in and a sense of urgency?
Do I know expectations of participants?	What are the hopes and fears of participants? What issues do they have? What opportunities are they looking for?
What conversations are needed?	Is it information sharing? Is it a brainstorm/creative session? Or to test an idea? Consultation? Inclusive planning meeting? Create something together? Review and learn meeting?
How will decision get made?	Executive, rule based, consensus.
What documentation format?	Who will use it? How will it be used? When needed?
What follow up is required?	What is the best communication method? Intranet, email, telecom, face to face?

TYPICAL ROLES AND RESPONSIBILITIES

It is a good idea to allocate roles before the meeting or at least at the start. If the meeting is a repeatable one with the same people it is good to rotate roles.

Role	Responsibilities
Meeting leader or facilitator	Planning and Preparation Open the meeting Review the agenda Make sure someone is taking notes and someone is keeping track of time. Move through the agenda one item at a time Keep the team focused on the agenda Establish an appropriate pace Facilitate discussions Manage participation Help the team use appropriate decision methods Help the team evaluate the meeting Gather ideas for the next meeting's agenda Close the meeting
Timekeeper	Keep track of time during meetings Alert the team when the time allocated for an item is almost up so the team can decide whether to continue the discussion or cut it short. Do NOT simply police the agenda. (e.g., "Time's up. Move on.")
Note taker	Capture key points for each agenda item Highlight decisions and action items Collect future agenda items See that the minutes are distributed or posted
Scribe	Posts ideas on flipchart/whiteboard as the discussion unfolds

MEETING PLANNING GUIDE

Use this template to ensure you have thought about all the elements for your meeting to be successful

Purpose

What is the purpose of this meeting? What type of meeting is it? What outcomes are we looking for?

Guiding Principles

What's really important to the success of the meeting?

Who

Who should be at the meeting? Who will add value? who will get value?

How do we create trust and understanding?

What are peoples roles during the meeting?

What

What is the process/agenda for the meeting? What tools are we going to use? Pre work? Post meeting follow up?

Outcomes

What will happen when we have succeeded? How will we know we are winning?

What are our key measures for success of the meeting?

How will we review and draw out learning?

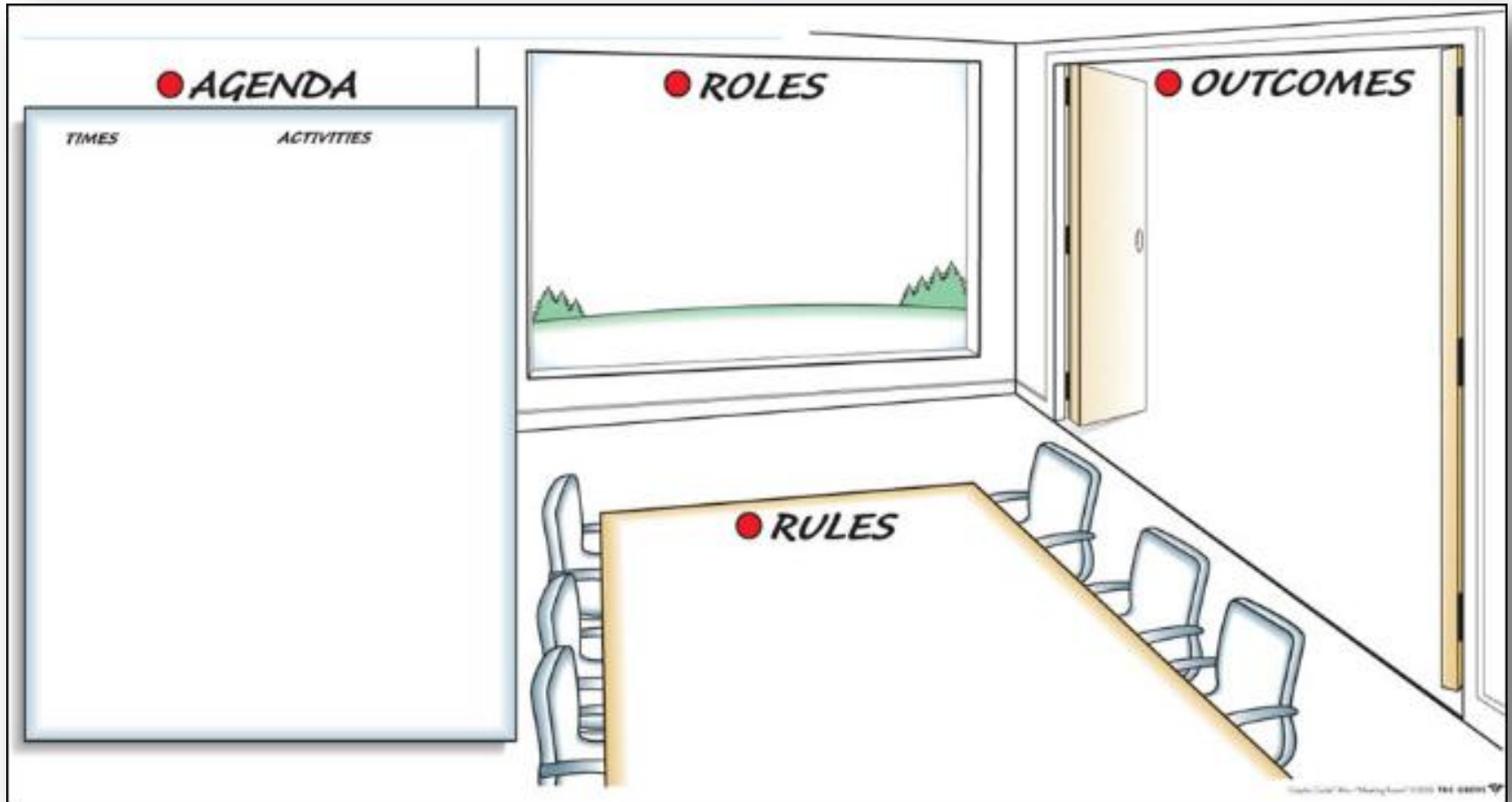# PLANNING TEMPLATE

Purpose

Guiding Principles

Who

What

Outcomes

STRUCTURED AGENDA TEMPLATE

Meeting Name:
Purpose :
Date:
Location:
Start and Finish Times:
Who is Attending:
Meeting Roles:

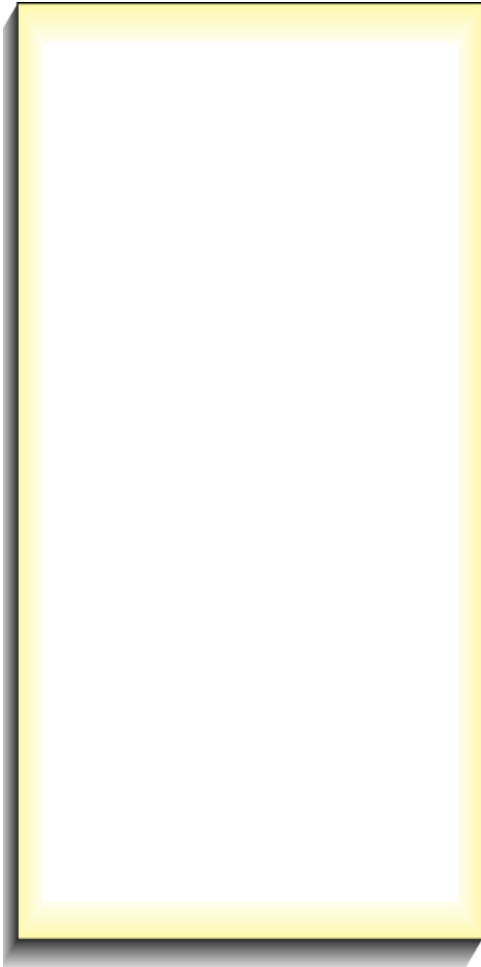| Timing	Topic (written as a question)	Who Leads	How (tools, technique, process)	Expected Outcomes

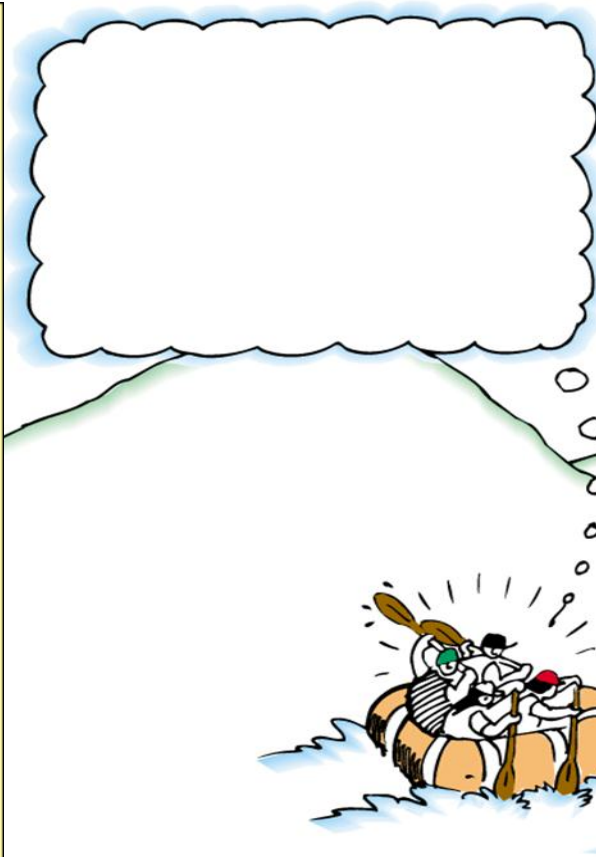# MEETING START UP GUIDE VISUAL TEMPLATE

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JOURNEY AGENDA TEMPLATE
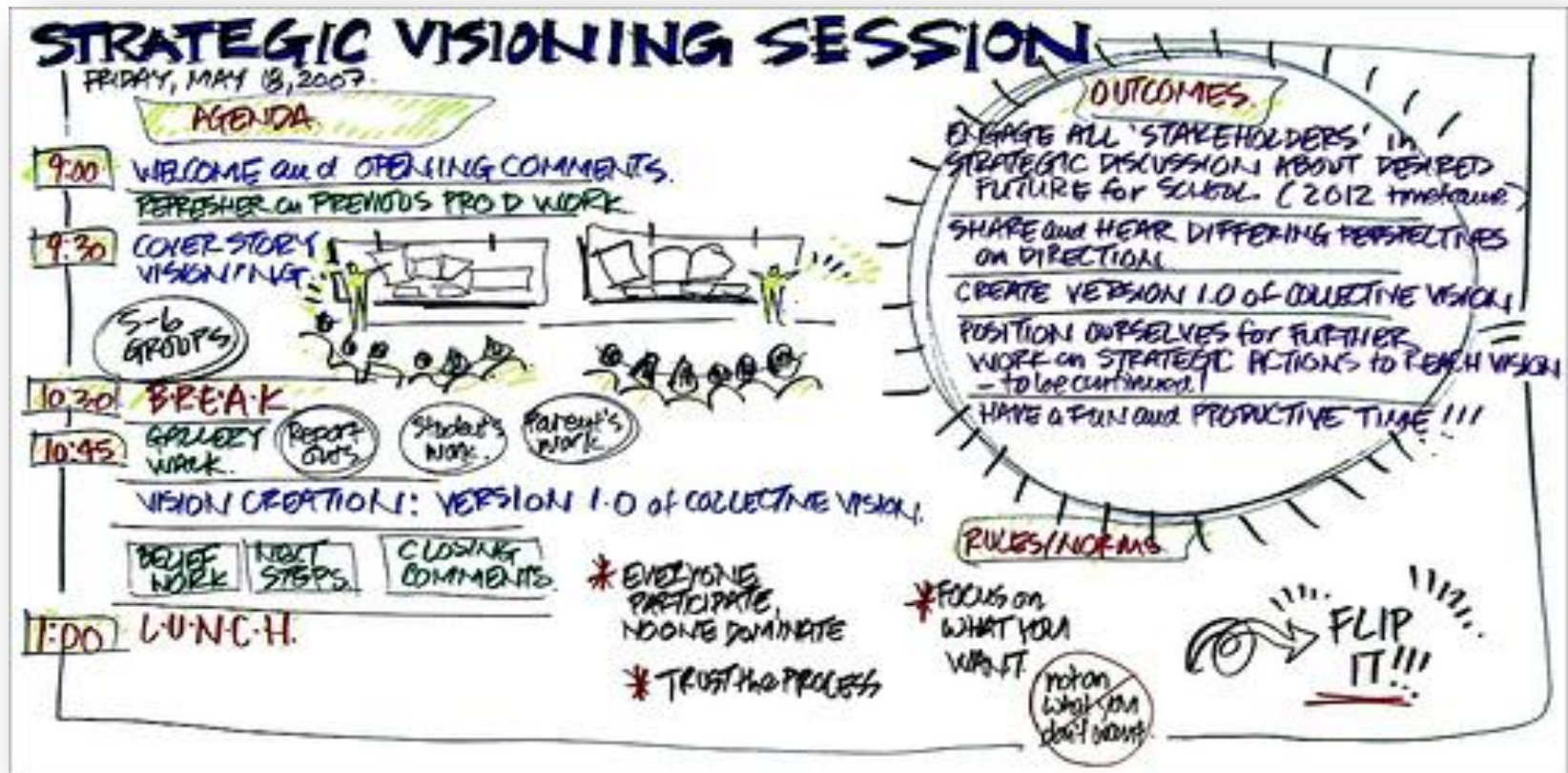
● Outcomes

● Agenda

● Ground Rules

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VISUAL AGENDA

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FIVE BOLD STEPS TEMPLATE

Outcomes

VISION THEME

VISION THEME

VISION THEME

VISION THEME

VISION THEME

VISION THEME

Purpose

Goal or purpose of meeting

5. Step 5

4. Step 4

3. Step 3

2. Step 2

1. Step 1

SUPPORTS

CHALLENGES

AGENDA ITEMS

TEAM VALUES

- Value
- Value

- Value
- Value
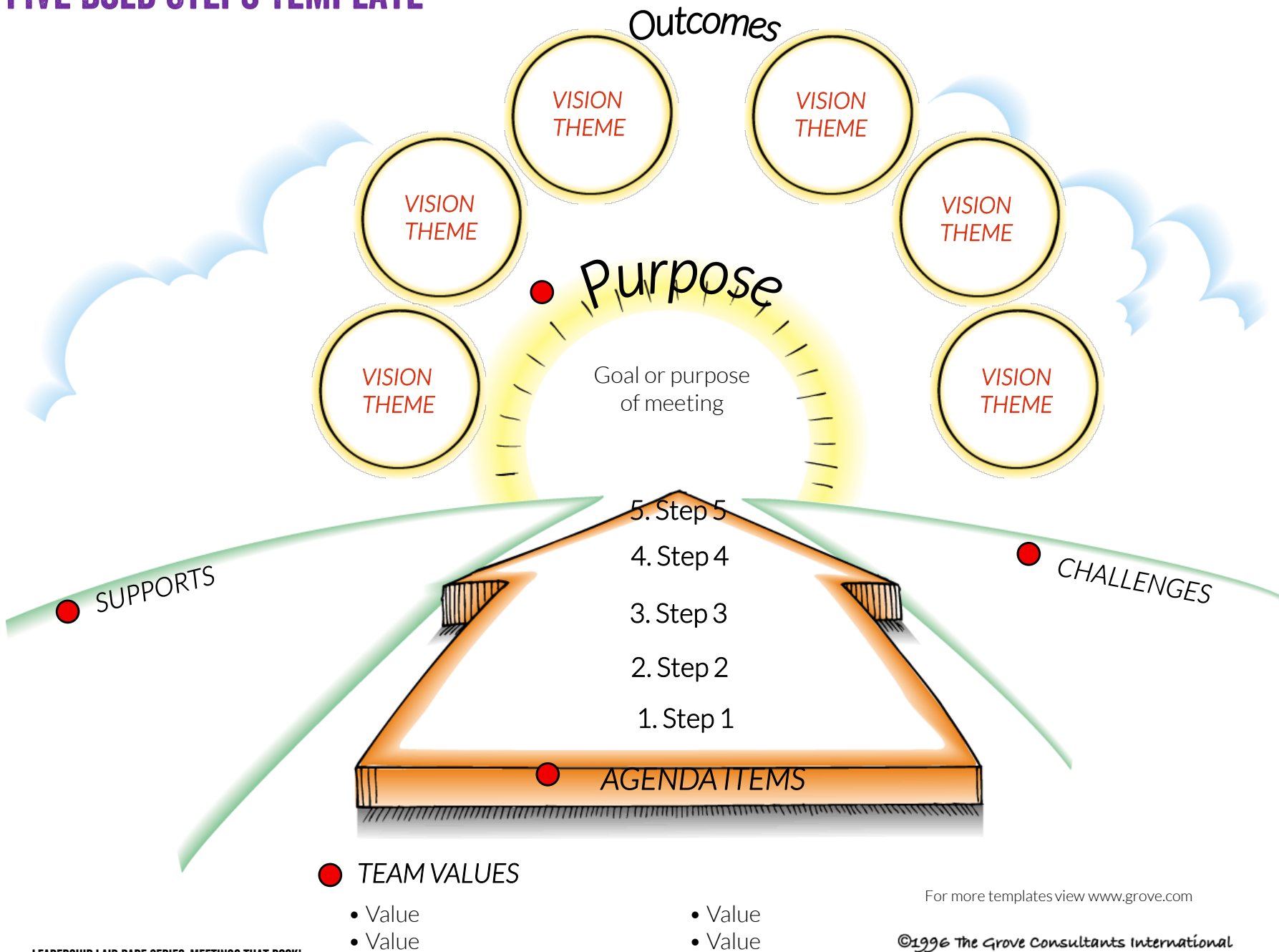
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ACTION PLAN TEMPLATE

Meeting Name:				
Date:				
Who Attended:				

No.	Topic (written as a question)	What Agreed	Who Accountable	By When

MANAGING GROUP DYNAMICS

Challenging Behaviour	Possible Solutions
Aggressiveness – blaming, criticism, hostility	• Allow them to make their point and let off a bit of steam – they will feel better • Show empathy and listen • Stick to the facts NOT opinions – don't take sides or lose your temper • Ask the person what is wrong • Question them on facts – how do we know that? • Locate the source of the problem – is the person stressed, insecure etc. • Ask the opinions of other neutral members of the group • Don't put potential cynics face to face at the meeting • Add a touch of humour – not aimed at the cynic but something everyone will relate to • Unite the group by reminding them of the common purpose/goal • Focus on what is in the teams control
Competing/seeking recognition – people trying to talk the most and loudest, people who ramble. Those trying to draw attention to themselves.	• Ask closed questions, i.e. those requiring only a yes or no answer • Question them on the facts – focus on the objective • Ask specific questions to the group • Don't compete with the dominant members or take sides • Use group techniques/tools such as radiant problem solving, six hats etc. • Ask them to explain the relevance of their comments if they have drifted off • Restate the objective of the meeting • Bring in the opinions of others i.e. "hang on Bill, I think Sandra may have a point to make" • Stay alert – ensure you spot when the conversation gets too far off point • Listen actively to make sure you hear all contributions and not just from dominate members • Don't interrupt people mid sentence • Hold a sort review of feelings/behaviour and agree improvement actions

MANAGING GROUP DYNAMICS

Challenging Behaviour	Possible Solutions
Sympathy seeking – telling long stories, getting off the point, making big dramas out of their situation	• Use non verbal signals to indicate that the conversation has drifted, such as leaning forward, raising eyebrows, standing up, fixing eyes on speaker • Make a polite comment to agree and move on • Summarise the main point the person was trying to make • Suggest a conversation outside the meeting 121 to sort out the problem specific to them
Blocking – rejecting ideas without listening, consistently contradicting suggestions of certain members due to long standing differences.	• Encourage active listen of all members • Give off positive body language • Paraphrase visually of flipcharts • Separate the person from the problem • Focus on solutions • Check in what everyone else thinks • Use How to questions • Use anonymous electronic voting systems • Set ground rules • Use creative problem solving tools • Use example point technique
Negative humour – sniping, negative jokes	• Question their facts • Challenge them to elaborate on their comments • Change the course of the conversations • Set ground rules at start and challenge if behaviour not aligned during meeting
Withdrawing – day dreaming, whispering, doodling, not contributing	• Ensure right people are at meeting i.e. giving or getting value • Ask them questions • Use group exercises • Ask questions to whole group • Use smaller group work • Have a break • Change state by using an energiser

GROUND RULE IDEAS

It is important to ensure everyone understands what the ground rules are for the meeting. I like to agree these with the participants after doing a hopes and fears exercise to establish the scope of the meeting. If you are going to have several or repeatable meetings you can establish ground rules in the first meeting and ensure they are used for subsequent meetings.

Area	Ideas
Participation	• Come to the meetings. • Express yourself. • Help make a consensus. • Make sure that everyone knows how you feel on the issues.
Honesty	• Say what you truly believe. • Don't hold back. • Don't censor your thoughts. • Don't play games. • Don't say you agree if you don't.
Equality	• Treat everyone as an equal. • Everyone has the right to their opinion. • Everyone has the right to their full say in each matter. • Everyone can agree or not agree. • Anyone can bring up any issue.
Respect	• Treat everyone with dignity. • Don't shoot down ideas. • Honour confidentiality. • You can disagree without being disagreeable.
Listening	• Pay attention to everyone. • Don't speak more than others. • Try to understand all sides. • When someone says something with which you disagree, don't argue back, but think about it and ask questions.

GROUND RULE IDEAS CONTINUED

Area	Ideas
Understanding	• Don't just say what you believe, but give the reasons why you believe it. • When others speak, ask questions if you don't understand their point of view. • Help the flow of discussion by using paraphrasing and by validating others' point of view when needed.
Acceptance	• Respect the right of other people to their own point of view. • Whatever is said, don't take offense or treat it personally (even if you really don't like what someone else said). • Don't feel that you have to change other people's minds.
Objectivity	• Be willing to face subjects that are not pleasant. • Try to examine facts and reasons, not just beliefs and opinions. • Have the strength to deal with things as others see them, and not just as you do.
Learning	• Appreciate and understand other people's opinions. • Examine assumptions instead of jumping to conclusions. • Leave with at least one new thought that you can put into practice
Diversity	• We are all different, and this is a source of strength. • By hearing out different opinions, we can establish true consensus. • We respect one another so that we can work together as a team.

MEETING TOOLS

STORYBOARDING

Outcomes.

STORYBOARDING

What is it?

- A simple and very effective planning tool.
- A fun and effective method for starting with the end in mind and working backwards to the detailed activity required to achieve this outcome.

Where can I use it?

- For planning almost any type of desired outcome.
- Used prior to meeting to plan activities and flow.
- Used to plan an action plan at end of a meeting.
- Particularly good for crafting solutions to sticky situations.
- Either individually or with a team.

How do I use it?

- Using the template as a guide prepare a number of large sheets of paper - at least A3 and gather a selection of Post-it notes.

- Start with the end in mind and describe what needs to have been delivered in terms of outcomes.

- Using Post-it notes brainstorm the activities that need to have happened in order for the outcome/s to be achieved.

- Then create your storyboard sequence by moving the post notes around to create the right flow. It is a good idea to do this a few times with a break between to fully synthesise the information. Then draw up a neat version of the storyboard with a time line and actions.

GOALS AND CONCERNS

GOALS	CONCERNS	Agreed Ways of Working

GOALS & CONCERNS

What is it?

It is a tool that ensures buy-in to any workshop or meeting.

It's a short exercise to help members of a team share their perspectives on a task/project and build a common understanding of goals and potential problems.

It's a way to answer the question, 'Do we share the same idea of what's supposed to happen here?'

It emphasises the value of each person's contribution, encouraging greater trust and understanding within the team.
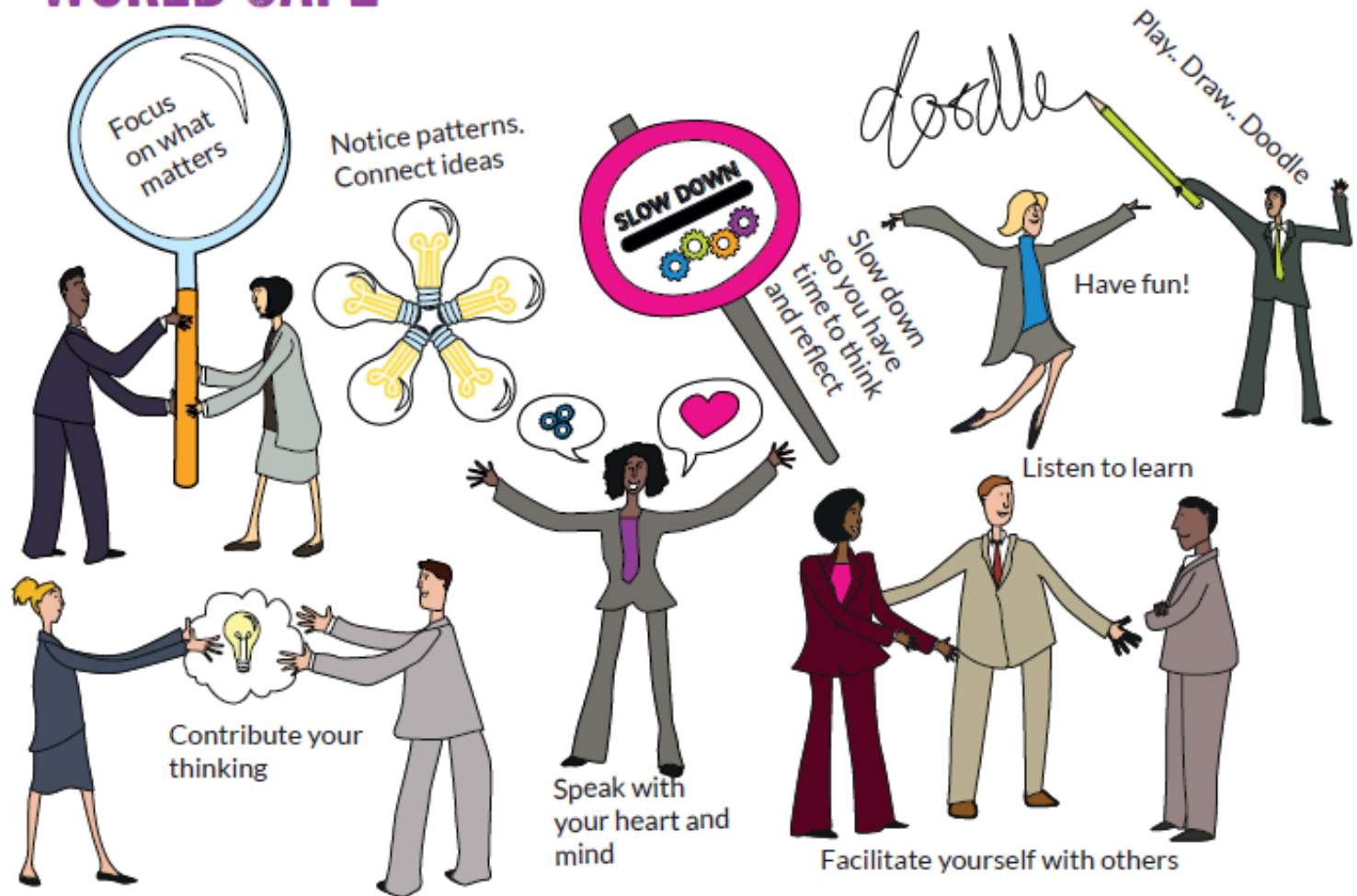
Where can I use it?

- At the start of meetings/training/workshops.

- Great in the first stages of the team/project forming. This is when people are likely to have the greatest difference of opinion about what they are supposed to do.

- If unrealistic or inappropriate hopes are identified, they're less
  likely to become frustrated if they're discussed.
  It helps individuals to learn about one another, which will help them to communicate more effectively.
  Use for an existing group, where they are beginning to explore something that is new to all of them. For example, a discussion around a change to be implemented, or a project to be kicked off.

How do I use it?

This is a quick exercise which will highlight shared understanding and give an opportunity for discussion where there isn't any. It's better that thoughts are expressed, so they can be discussed and addressed where possible. Setting the right tone of relaxed discussion at the start is very important.

- Ask them to consider their Goals & Concerns in relation to the topic/task in hand.
  Give them around 5 minutes – they may wish to jot their thoughts down, then ask them to tell you their golas, in any order, randomly around the room.

- Write these up on flipchart paper, headed 'Goals'. By writing them up on the flip chart they provide a neutral focus point for the group, so the hopes become shared by all of them.

- Don't discuss for the moment. Then ask for the 'Concerns' writing them up on flip chart paper headed 'Concerns'.
  Now go back to the Goals and discuss further how you as a team can ensure these are fulfilled.
  Then move to the fears and discuss how the team can ensure they are avoided.
  If people are very new to one another, or might be embarrassed to reveal their thoughts, try the following:
  Give everyone post-it notes to write their thoughts on and stick to the hopes and fears sheets. You may find there are patterns which can be clustered and then discussed as before.
  Or divide the group into smaller groups of 4 – 6, each write their own set of goals and fears at a time. You will find that each group has many shared golas and concers.

WORLD CAFÉ

Focus on what matters

Notice patterns. Connect ideas

SLOW DOWN

Slow down so you have time to think and reflect

Play.. Draw.. Doodle

doodle

Have fun!

Listen to learn

Contribute your thinking

Speak with your heart and mind

Facilitate yourself with others

worldcafe.com

WORLD CAFE

What is it?

The World Café methodology is a simple, effective, and flexible format for hosting large group dialogue.

Where can I use it?

- Any meeting that requires group debate and collective decision making.

- Can be used as just one part of a larger meeting.

How do I use it?

World Café can be modified to meet a wide variety of needs. Specifics of context, numbers, purpose, location, and other circumstances are factored into each event's unique invitation, design, and question choice, but the following five components comprise the basic model:

1) *Setting*: Create a "special" environment, most often modelled after a café, i.e. small round tables covered with a chequered tablecloth, butcher block paper, coloured pens, a vase of flowers, and optional "talking stick" item. There should be four chairs at each table.

2) *Welcome and Introduction*: The host begins with a warm welcome and an introduction to the World Café process, setting the context, sharing the Cafe Etiquette, and putting participants at ease.

3) *Small Group Rounds*: The process begins with the first of three or more twenty minute rounds of conversation for the small group seated around a table. At the end of the twenty minutes, each member of the group moves to a different new table. They may or may not choose to leave one person as the "table host" for the next round, who welcomes the next group and briefly fills them in on what happened in the previous round.

4) *Questions*: each round is prefaced with a **question** designed for the specific context and desired purpose of the session. The same questions can be used for more than one round, or they can be built upon each other to focus the conversation or guide its direction.

5) *Harvest*: After the small groups (and/or in between rounds, as desired) individuals are invited to share insights or other results from their conversations with the rest of the large group. These results are reflected visually in a variety of ways, most often using graphic recorders in the front of the room.

DISNEY TECHNIQUE

DREAMER

REALIST

CRITIC

Based on the ideas of Walt Disney

DISNEY TECHNIQUE

What is it?

Disney's thinking technique synthesized three different strategies: the dreamer, realist, and the critic. A dreamer without a realist is often not able to translate fantasies into tangible reality. A dreamer and critic become engaged in constant conflict. A dreamer and realist can create things but find that a critic helps to evaluate and refine the final products.

Why is it important?

- Need to generate new ideas
- Need to implement and take action

How do I use it?

Identify and invite team to workshop. Create three separate areas one dreaming, one realist and one critic area.

DREAMER. A dreamer spins innumerable fantasies, wishes, outrageous hunches and bold and absurd ideas without limit or judgment. Nothing is censored. Nothing is too absurd or silly. All things are possible for the dreamer. To be the dreamer, ask: If I could wave a magic wand and do anything I want, what would I create? How would it look? What could I do with it? How would it make you feel? What is the most absurd idea I can conceive?

REALIST. The realist imagineers the dreamer's ideas into something realistic and feasible. He would try to figure out how to make the ideas work and then sort them out in some meaningful order. To be the realist, ask: How can I make this happen? What are the features and aspects of the idea? Can I build ideas from the features or aspects? What is the essence of the idea? Can I extract the principle of the idea? Can I make analogical-metaphorical connections with the principle and something dissimilar to create something tangible? How can I use the essence of the idea to imagineer a more realistic one?

CRITIC. The critic reviews all the ideas and tries to punch holes in them by playing the devil's advocate. To be the critic, ask: How do I really feel about it? Is this the best I can do? How can I make it better? Does this make sense? How does it look to a customer? A client? An expert? A user? Is it worth my time?

RADIANT PROBLEM SOLVING

Roles:

Timekeeper - Keep the group to time for each element.
Scribes - Take responsibility for recording ideas
Focus - Ensure that the group is focussed on the right thing. When working on blocks don't discuss solutions and vice versa. Also during the brainstorming sections keep the group to the rules.
Rules of Brainstorming - No analysis, no discussion, no judgement, no right or wrong - record all ideas however wacky!
Reporter - Feedback to other groups, workshop etc.
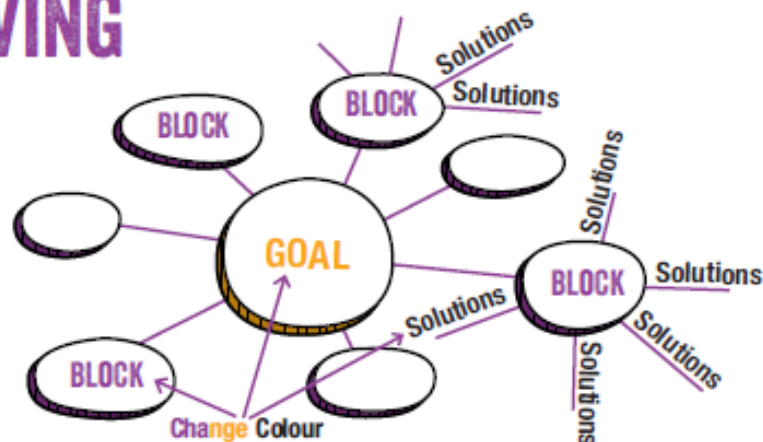
Process:

1 Decide on your goal, make sure it is phased as a goal not an issue. Group discussion 5 min.

2 Brainstorm all the blocks/barriers to achieving your goal. 2 mins.

3 Take the blocks one at a time and brainstorm all the solutions. 1 min per block.

4 Review and reflect on the results. Are there common solutions? Can you propose five strategies or next steps to work towards the goal? 5-15 mins.

RADIANT PROBLEM SOLVING

What is it?

Radiant problem solving is a visual collaborative tool to quickly gain ideas of the blockers to achieving a goal and then developing strategies to remove the barriers.

Where can I use it?

- Problem solving
- Action planning
- Removing barriers to goal achievement

How do I use it?

1. Create right environment with flip chart pens and team.

2. Decide on goal and write it the middle of the flip chart/whiteboard.

3. Brainstorm what the team thinks the blockers are to achieving the goal and draw each one of the goal statement in a radial way.

4. With a different coloured pen take each barrier in turn and generate solutions to removing the barrier.

5. Review and agree next steps.

Six Thinking Hats

Process

Benefits

Creating

Feeling

Judgement

Information
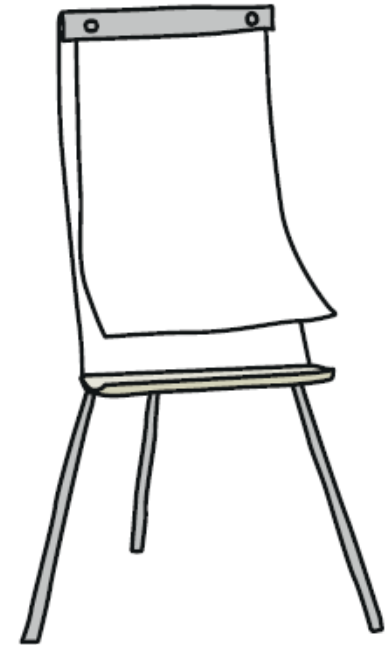
Based on work by Edward DeBono

SIX THINKING HATS

What is it?

- It is a powerful technique that helps you to consider things from a number of different perspectives
- It helps you to think more effectively by pushing you to move outside your habitual ways of thinking
- It helps you to spot issues and opportunities you might otherwise not notice
- Many successful people think from a very rational, positive viewpoint, often though, they may fail to consider things from an emotional, intuitive, creative or negative viewpoint. This can mean that they underestimate resistance to change, don't make creative leaps, and fail to make essential contingency plans
- It is a tool by Edward de Bono in his book '6 Thinking Hats'

Where can I use it?

- Each 'Thinking Hat' is a different style of thinking. 'Wear' each of the thinking hats in turn
- When done in a group, everyone wears the same hat at the same time
- Use at team and project meetings
- When making decisions, solving problems, exploring ideas and encouraging creativity
- To provide everyone with a chance to contribute regardless of their thinking preference

How do I use it?

You will need The 6 thinking hats and the questions which relate to them. These are:

White – Information. Look at the data, neutral, non-judgemental: what are the facts? What information do we have? What information do we need to get?

Red – Feelings, intuition, hunches, emotions, can be put forward without the need to back up with logic: What do I feel about this? What are my hunches? What's my gut reaction?

Black – Judgement. Logical negative, an opportunity to put forward criticisms: What are the good points? Why is this worth doing? How will it help us?

Yellow – Benefits. Logical positive, why it will work and why it will offer benefits. What are the good points? Why is this worth doing? How will it help us?

Green – Creativity. Make time and space for creative thinking: What new ideas are possible? What are some possible ways to work this out? Are there any additional alternatives?

Blue – Process – sets the agenda for thinking, can ask for other hats summaries, conclusion: what thinking is needed?

What have we done so far? What do we do next?

MOOD - O - GRAM

+VE

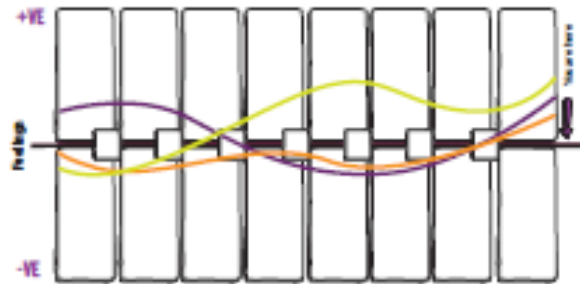Feelings

-VE

You are here

MOOD - O - GRAM

What is it?

- A tool for reviewing feelings and planning what activities you want to do to create the right feelings during a meeting.

- An effective structured approach to help us learn from our experiences and ensure we maximise on the opportunities to do things differently as a result of that learning.

Where can I use it?

- During planning of a meeting agenda.

- To review any type of action or activity.

- To review how feelings affect performance.

- To generate new behaviours.

How do I use it?

Planning technique

Plot moodogram against meeting agenda to ensure you create the feelings you want. Pay attention to the time of the day such as "graveyard" sessions after lunch etc and make sure you leave the meeting on a high! Plan your activities to create the right emotion. Typically the challenging areas would be created early on in the meeting giving you time to rebuild positivity.

Review technique

- Sheets of paper and some pens – where this is being completed in a team, or group situation it is best to use flip chart paper. One colour pen per person.

- Agree time scale to review and write in timeline boxes.

- Draw graph to represent feelings.

- Review completed chart to draw out learning:

    - Why did it happen like this?

    - What can be do differently based on our learning?
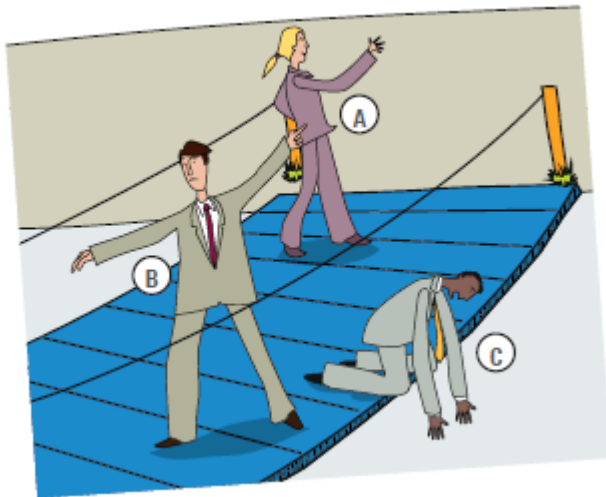
CHANGE BRIDGE
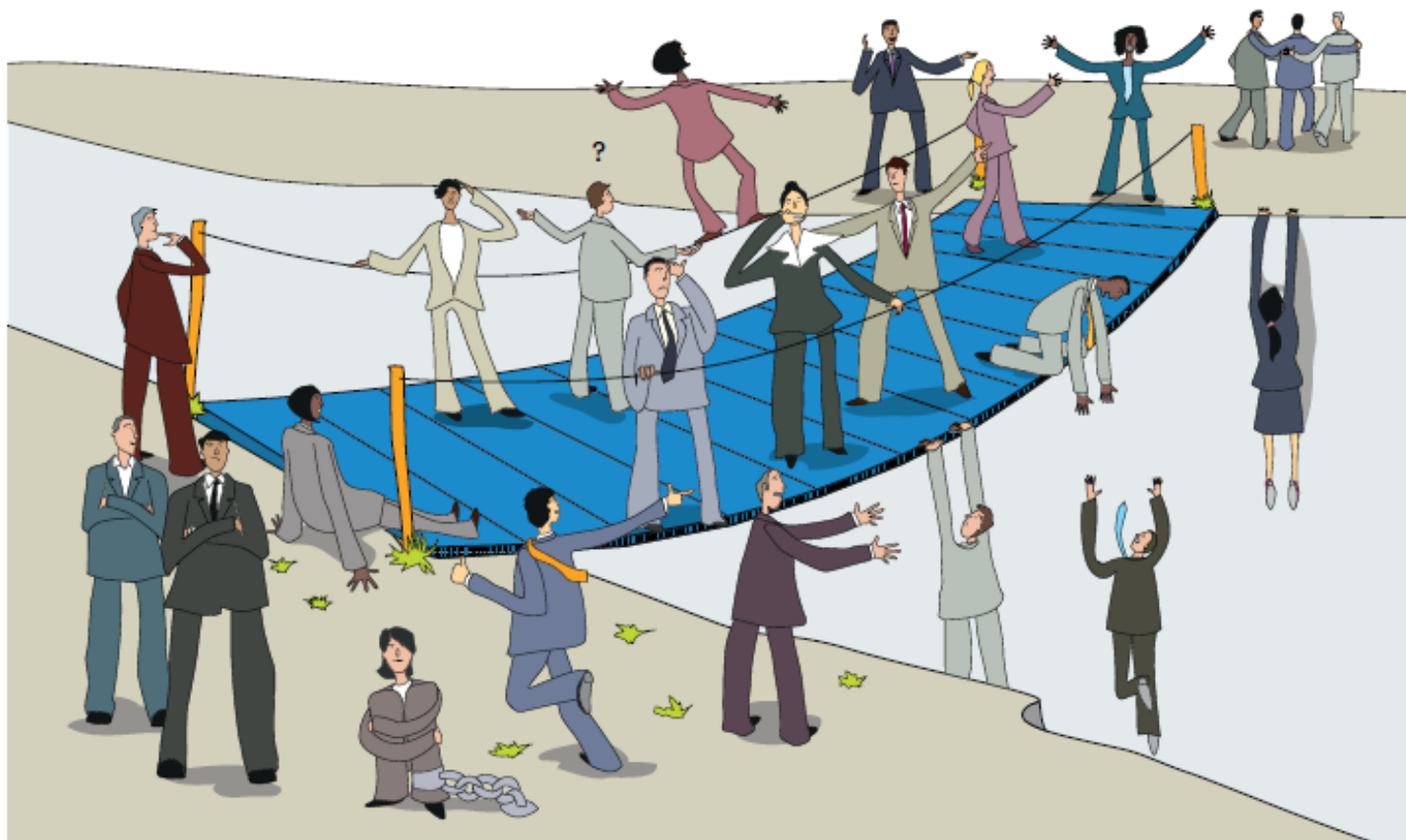
CHANGE BRIDGE

What is it?

A visual tool to identify where people are with the project/task or role.

Where can I use it?

At the start of a project, meeting or event.

During various review stages to assess how people are feeling about what is happening.

How do I use it?

This can be done as printed images or projected onto a whiteboard.

Ask individuals to circle the character which best shows how they feel in regards to your situation. For example 'when you were told about the changes ahead how did you feel?' Give them a minute or two to scan the diagram and think about why they are choosing that particular character.

Then go round the group asking them to identify their character and explain why it has been chosen. For example with Character A they may say that 'they can see the end result, feel happy about their involvement in it and exciting about sharing the results'.

Keep the diagram and at various relevant stages of the project ask them to complete another and compare how they are now feeling. People identifying B & C may need more support.
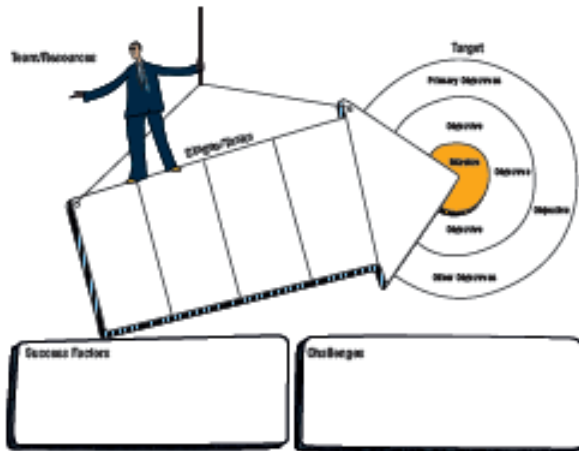
EASE IMPACT GRID

1. My key learning points…

1
2
3
4
5
6

3. My game plan…

2. My prioritised list….

Hard

Ease of doing

Easy

Low   Impact of doing   High

EASE IMPACT GRID

What is it?

- A tool for prioritising actions

Where can I use it?

- To develop an action plan

How do I use it?

- Sheets of paper and some pens – where this is being completed in a team, or group situation it is best to use flip chart paper.

- Start by generating key learning points and then number them

- Then populate grid based on ease of doing and impact of doing

- Take top 3 elements that are easiest to do and will have most impact

- Develop action plan to implement learning

Game Plan

Team/Resources

Stages/Tasks

Target

Primary Objectives

Objective

Objective

Mission
Description

Objective

Objective

Other Objectives

Success Factors

Challenges

Based on Game Plan by grove .com

GAME PLAN

What is it?

- A detailed visual of your plan on one page.

- A workable plan for moving ideas into action.

Where can I use it?

- For projects of all types, continuous improvement work and team activities – anything that requires a plan.

- As a method for building team alignment around a common objective.

- A fun and effective way to determine goals and objectives and agree tasks.

- As a way of strengthening group planning skills.

How do I use it?

- Allow one to two hours for this activity.

- You will need a large sheet of paper with the plan outline drawn on it – preferably A1 or larger and a quantity of marker pens.

- Start with the target area of the plan; clarify the project goal and the specific outcomes and deliverables for the project, or activity.

- Then look at the project team, or resources and assess what you have in terms of people, their skills, resources etc.

- For the tasks/project plan area of the plan you will need to identify the stages involved in your plan and the tasks that need to be included for each stage. You may have a detailed plan for stage one and a high level plan for the remaining stages when you initially complete this. (Storyboarding is a tool that can be used for this).

- For the success factors, think about what good will look like when you achieve the goal as well as the shared behaviours and principles that you believe will assist you in being successful.

- Finally identify the challenges and obstacles you may face along the way.

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MEETING IS TO INSPIRE ACTION.

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OF SUCCESS IS WHAT HAPPENS
AFTER THE MEETING.

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