• Lean Meetings
• Collaborative Leadership Fundamentals

• 13 March 2019
Meeting Purpose

• To provide and new perspective on project-related meetings as critical opportunities to model collaborative leadership, engage stakeholders, gather information, define and solve problems, develop and execute plans....

• So that you can eliminate or transform waste in meetings, generate increased value, and build you Lean culture

• Meeting Type: Information Giving
Lean Journey to Competency

How will you reach the next level on your journey?
Desired Outcomes

• Have understood a key root cause of problems with meetings
• Have defined Facilitative Leadership and the business case for Lean Meetings – understand critical importance of meetings
• Be introduced to a broad range of tactics to improve meetings and collaboration at many levels
• Have an overview of the “5 Keys for Collaboration” required to master Lean Collaboration
• Have reviewed options to build your skills
## Agenda

<table>
<thead>
<tr>
<th>TOPICS</th>
<th>HOW</th>
<th>WHO</th>
<th>TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purpose, Desired Outcomes, Agenda, Ground Rules</td>
<td>Present with Q&amp;A for clarification Check for Agreement</td>
<td>V. Ortiz</td>
<td>10 Minutes</td>
</tr>
<tr>
<td>Problems with Meetings &amp; Root Cause Basic Meeting Best Practices</td>
<td>Brainstorm and Demonstrate Review and Discuss Presentation, Q&amp;A</td>
<td>V. Ortiz (facilitator)</td>
<td>40 Minutes</td>
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<tr>
<td>Definition of Facilitative Leadership</td>
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<td>All</td>
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</tr>
<tr>
<td>The 5 Key Collaboration Skill Sets you need to master to transform your meetings</td>
<td>Review, Discuss, Q&amp;A</td>
<td>V. Ortiz</td>
<td>15 Minutes</td>
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<tr>
<td>Sample Best Practices Assessment Form</td>
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<td>All</td>
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<tr>
<td>Key Take-aways, Agreements on Assignments for Session 2</td>
<td>Discuss and Capture Outputs Practice Active Listening Plus-delta Analysis</td>
<td>V. Ortiz (facilitator)</td>
<td>15 Minutes</td>
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</tbody>
</table>

*V. Ortiz (facilitator)*
Two Modes of Listening

- The “Agree / Disagree” Mode (usually unconscious, automatic)

- The “Listening to Understand” Mode (requires conscious choice and intentional use of specific listening behaviors)
Operating Agreements

• Participate: share responsibility for value creation
• Mute phone/mic when not speaking, use chat, raise hand or unmute to respond to questions
• Speak your truth, take some personal risk
• Listen first to understand before you agree or disagree
• Make sure we accurately hear/record your input
• Support the agenda, be willing to defer a topic as needed (use the “Open Issues List”)
Lean:

Culture of respect and continuous improvement, and an operations strategy aimed at creating more value for the customer while identifying and eliminating waste.

Lean Project Delivery System:

A systematically organized implementation of Lean Principles and Tools that allow a team to operate in unison to create effective production through improved flow.
• If you don’t need the combined brainpower of other people, why are you having a meeting? (Muda #8)
• If you need the brainpower, buy-in, commitment and wisdom of other stakeholders, how does your meeting process support or undermine true collaboration?
## Brainstorming Exercise

(12 examples in 5 minutes)

<table>
<thead>
<tr>
<th>PROBLEMS WITH MEETINGS</th>
<th>P/C</th>
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**Definitions**

<table>
<thead>
<tr>
<th>CONTENT</th>
<th>PROCESS</th>
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<tbody>
<tr>
<td>Meeting CONTENT refers to the subject matter or topics to be addressed (WHAT)</td>
<td>Meeting PROCESS are the methods or steps that define how the meeting participants will address the content (HOW)</td>
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</tbody>
</table>
The root cause of waste in meetings (and projects) is “Process Blindness”
High-Performance Team Characteristics

- Inclusiveness and Involvement
- Team Management Excellence
- Self Management and Motivation
- Creativity
- Technical Excellence
- Authority to Take Action
5 Keys for Collaboration

1. Facilitative Leadership Skills
2. Meeting Planning, Management & Logistics
3. Stakeholder Analysis and Engagement Strategies
4. Collaborative Problem Solving
5. Collaborative Decision Making
At what level are you managing and leading?

LCI COMMUNITIES OF PRACTICE

- Tactics
- Management
- Strategic Leadership
The only legitimate reason for Management to exist is to enable the success of the organization and everyone in it!

- Russell L. Ackoff, “Ackoff’s Fables”
Leadership Paradigm Shifts

<table>
<thead>
<tr>
<th>FROM ‘COMMAND AND CONTROL’</th>
<th>TO ‘ENABLE’</th>
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<tbody>
<tr>
<td>span of control</td>
<td>span of support</td>
</tr>
<tr>
<td>content focus</td>
<td>content and process</td>
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<tr>
<td>win/lose tactics</td>
<td>win/win strategies</td>
</tr>
<tr>
<td>dominating</td>
<td>enabling</td>
</tr>
<tr>
<td>controlling</td>
<td>empowering</td>
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<tr>
<td>repressing and denying</td>
<td>legitimizing and probing</td>
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<tr>
<td>criticizing</td>
<td>informing</td>
</tr>
<tr>
<td>withholding</td>
<td>promoting</td>
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<tr>
<td>reaction and hindsight</td>
<td>vision and planning</td>
</tr>
</tbody>
</table>
• Management is about creating stability

• Leadership is about disrupting the existing order
Perpetual Paradox

Manage
Knowing Culture
Push
Content Focus
Reduce Variation
Reduce Risk
Control Cost
Build Your Brand
Deliver Value
Git ‘er Done

Lead
Learning Culture
Pull
Process Focus
Induce Change
Innovate
Invest Wisely (e.g., in training)
Be Transparent
Reduce Waste
Plan to Plan

DYNAMIC BALANCE
Meeting Functions & Roles

**ROLE OPTIONS**
- Facilitative leader / group members
- Facilitative leader / recorder / group members
- Leader / neutral facilitator / recorder / group members
Best Practices for More Effective Meetings

Before – During - After
Before Meetings

- Be sure the meeting is really necessary
- Get input on outcomes, agendas, schedules, etc.
- Invite the right people
- Send out the proposed agenda and any suggestions for preparation needed by participants in advance of the meeting
- Confirm meeting supplies and equipment needed are available and operating properly
- Prepare handouts and visual aids as necessary-put the proposed outcomes and agenda on a flip chart or into a computer meeting file, create action item and open issue list templates, etc.
- If needed, have advance meeting/conversations with key players
First 5 Minutes

• Start on time

• Welcome participants and do introductions as needed

• Review, upgrade and get agreement on:
  – The Meeting purpose, desired outcomes and agenda
  – Meeting roles and operating agreements/ground rules
  – How decisions will be made
  – Stopping time, logistics, etc.

• Identify and list any additional participant expectations not anticipated during the agenda development and decide whether to make last minute agenda changes, or add the unplanned expectations to the open issues list

• Make a clear transition into the first agenda item
During Meetings

- Think of the meeting as a succession of plays in a football game: each new topic or process should be preceded by a quick “huddle” to agree the way forward
- Actively listen to make sure there is:
  - Agreement on the current topic (content agreement)
  - Agreement on how the topic will be addressed (process agreement)
  - Adherence to the agreements
- Keep focus by referring to the agenda or “group memory” (take notes on flipcharts or a projected computer screen, etc.)
- Make sure people get heard and issues dealt with; don’t “open too many boxes” at once – close them one at a time
- Use:
  - Facilitative behaviors
  - Active listening techniques
  - Conflict Management techniques
  - Problem-solving tools
Closing Meetings

• Briefly review your results relative to the originally agreed desired outcomes and agenda and make sure you have captured
  • Agreements
  • Open Issues
  • Action Items
• List items for the next meeting’s agenda
• Do a meeting process evaluation (+/Δ, or similar)
• Check for key “take-aways”
• Acknowledge: participants, good things that happened, progress toward goals, etc.
• Review the “group memory” (meeting notes) from the flip charts or computer projector, organize them, prepare them for transcription (if on flip charts), add language as needed to format into useful minutes, etc.
Agenda planning: pieces of the puzzle
Types of Meeting Activities Vary with Purposes

- Purpose
  - Information giving
  - Information gathering
  - Coordination & planning
  - Decision making
  - Problem solving
  - Problem identification

Type of meeting
## Meeting agenda template

<table>
<thead>
<tr>
<th>What (topic, D.O)</th>
<th>How (process)</th>
<th>Who (responsible)</th>
<th>Time / Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Context &amp; desired outcomes</td>
<td>Present &amp; agree</td>
<td>Joe Smith</td>
<td>8:00 a.m. to 8:05 a.m. 5 minutes</td>
</tr>
<tr>
<td>Topic #1</td>
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<tr>
<td>Meeting wrap-up &amp; close-out</td>
<td>Plus – delta analysis</td>
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</tbody>
</table>
### Example: Weekly Work Plan Meeting

<table>
<thead>
<tr>
<th>Topic</th>
<th>Process</th>
<th>Who</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desired outcomes, agenda</td>
<td>Present Q/A for clarification Check for agreement</td>
<td>Dave K.</td>
<td>5 minutes</td>
</tr>
<tr>
<td>Status of last week’s commitments</td>
<td>Review, Update ID Plan Failure Reasons</td>
<td>All</td>
<td>10 minutes</td>
</tr>
<tr>
<td>Plan Failure Causes and Response</td>
<td>ID Root Causes List Corrective Actions</td>
<td>Dave/All</td>
<td>10 minutes</td>
</tr>
<tr>
<td>6-Week Look-Ahead Plan</td>
<td>Update, Optimize, Agree</td>
<td>All</td>
<td>60 minutes</td>
</tr>
<tr>
<td>Upcoming Week Task Commitments</td>
<td>Review, Optimize, Agree</td>
<td>All</td>
<td>20 minutes</td>
</tr>
<tr>
<td>Wrap-up</td>
<td>Review list of actions Confirm Commitments Plus / Delta</td>
<td>Dave/All</td>
<td>5 minutes</td>
</tr>
</tbody>
</table>
### Meeting Process Options

<table>
<thead>
<tr>
<th>Create</th>
<th>Organize/Evaluate</th>
<th>Decide</th>
</tr>
</thead>
<tbody>
<tr>
<td>Present</td>
<td>Categorize</td>
<td>Decide</td>
</tr>
<tr>
<td>Q&amp;A</td>
<td>Affinity Diagram</td>
<td>Build up/Eliminate</td>
</tr>
<tr>
<td>Questions for Clarification</td>
<td>Prioritize</td>
<td>Check for Agreement</td>
</tr>
<tr>
<td>Brainstorm</td>
<td>Diagram</td>
<td>Apply Criteria</td>
</tr>
<tr>
<td>- use Post-Its, Charts</td>
<td>Sequence</td>
<td>Poll</td>
</tr>
<tr>
<td>Discuss and List</td>
<td>Model and Run</td>
<td>Straw Vote</td>
</tr>
<tr>
<td>Review and Upgrade</td>
<td>Combine/Enhance</td>
<td>Negative Vote</td>
</tr>
<tr>
<td>Clarify / Differentiate</td>
<td>5 Why’s</td>
<td>Vote</td>
</tr>
<tr>
<td>Dyad/Triad Discussion</td>
<td>Criteria Matrix</td>
<td>Create Win/Wins</td>
</tr>
<tr>
<td>Allow “Think Time”</td>
<td>Discuss/Explore</td>
<td>Agree to Try</td>
</tr>
<tr>
<td>Draw a Picture</td>
<td>Best/Worst/Most</td>
<td>Agree Fallback Options</td>
</tr>
<tr>
<td>Guided Fantasy</td>
<td>Probable</td>
<td>Back off/delay</td>
</tr>
<tr>
<td>Fishbone</td>
<td>Advocate</td>
<td>Delegate</td>
</tr>
<tr>
<td>Idea Generation Matrix</td>
<td>Advantages/</td>
<td></td>
</tr>
<tr>
<td>Small Groups/Report Out</td>
<td>Disadvantages</td>
<td>Plus/Delta</td>
</tr>
</tbody>
</table>
Review MS Word Template
Typical conference room setup

Where is the focus?
Meeting logistics – Preferred room layout

Core Members, Resources Members,
Team Leader, Subject Matter Experts
Meeting logistics – Preferred room layout
LCI COMMUNITIES OF PRACTICE

Optimize focus & participation
A Modest Business Case

• Assume: 15 team leaders @ $50 (fully loaded) per hour average, spend ½ their time in some sort of meeting activity – formal/informal, etc.

• 20 hours x 15 meeting attendees = $15,000 per week on meetings

• If the average meeting involves at least 3 participants and includes two who have not attended “5 Keys”, the cost for 20 hours = $45,000 per week spent on meeting activity direct costs

• The least productive 20% = $9,000 each week = $432,000 in a 48-week work year

• Rework, lost time, low motivation, poor follow through, lost opportunity, etc. create additional indirect costs that can at least double the wasted cost
Review Assessment Form for Meeting Best Practices
LCI COMMUNITIES OF PRACTICE

5 Keys for Collaboration Workshops
Available for Your Team

1. Facilitative Leadership Skills
2. Meeting Planning, Management & Logistics
3. Stakeholder Analysis and Engagement Strategies
4. Collaborative Problem Solving
5. Collaborative Decision Making
Key Take-Aways,

• Meeting management is complex; there are many concepts and tools to master; before, during and after meetings. Build your tool box and skills.

• Focus on meeting processes is key to productivity.

• Facilitative Leadership requires changes in the way we think about leadership and how we behave.

• Meetings can drive a collaborative culture; you must model the behaviors and attitudes you want.