

VISIONPOSSIBLE

FRPA 2020



WELCOME TO THE 2020 FRPA CONFERENCE!

VISION POSSIBLE

FRPA 2020

COMPLETE AT
LEAST YOUR NAME
ON THE EVALUATION
FORMS SO WE CAN
TRACK ATTENDANCE –
JUST IN CASE!

GENERAL SESSION
AND BANQUET SEATING
WILL BE AT TABLES FOR 4 –
PLEASE DO NOT MOVE ADDI-
TIONAL CHAIRS TO TABLES.

TEMPERATURE
CHECKS ARE REQUIRED
EACH DAY. SEE PAGE 19 IN
YOUR PROGRAM BOOKLET

STAY
SIX FEET APART
AND AVOID PROLONGED
CONTACT FOR LONGER
THAN 15 MINUTES.

VERIFICATION OFFICERS
WILL GIVE YOU THE ALL
CLEAR ONCE MEETING
ROOMS HAVE BEEN
CLEANED AND ARE
READY FOR YOU.

Tuesday REMINDERS

EXHIBIT HALL
CLOSING: MASKS ARE
REQUIRED, PLEASE FOLLOW
DIRECTIONAL ARROWS, AND
AVOID CONGREGATING IN
GROUPS AT BOOTHS.

IF YOU NEED CEUS,
YOU MUST TOTALLY
COMPLETE THE
EVALUATION FORM

WEAR YOUR
MASKS AT ALL TIMES
AND MAKE USE OF HAND
SANITIZER THROUGHOUT
THE CONFERENCE SPACE.

KEEP YOUR OWN PEN
HANDY SO WHEN ASKED TO
SIGN YOU CAN DO SO WITH
YOUR PERSONAL WRITING
DEVICE.

Creating and Leading Meetings People Want to Take Part In

M. Michelle Bono, Bono Communications & Marketing, LLC

michelle@bonocommunications.com 850.2644233

LEARNING OBJECTIVES

- Learn the importance of trust and inclusion in making meetings more successful
- Identify elements of productive meetings that create buy-in from participants
- Learn the value of meeting preparation and strategies used to create the right environment for good facilitation

Why organizational health trumps everything else

- *The Advantage* by Patrick Lencioni
- Focuses on organizational health – when management, operations & strategy fit together and make sense
- Recognizes the difference between being smart vs. healthy
- Signs of a healthy organization or unit:
 - Minimal politics and confusion
 - High degrees of morale and productivity
 - Low turnover among good employees

How high performance meetings factor in

- High morale comes from team engagement, respect for ideas and facilitative meetings
- Being heard creates stronger buy-in and commitment
- High performance meetings are collaborative
- Creativity and new ideas come from facilitative meetings
- Understanding how to run efficient and effective meetings can save time and increase outcomes
- You have the ability to impact your sphere of influence

What is a team?

- Working groups vs real teams
- Collective responsibility
- Common objectives
- Five behavioral principles every team must embrace:
 - Building Trust
 - Mastering Conflict
 - Achieving Commitment
 - Embracing Accountability
 - Focusing on Results

Introductions plus

- Name / Work Division / Area
- Where were you born
- How many siblings and where you fall in the order of children
- Your most interesting or difficult challenge when you were a kid
- Think through your responses and write down if helpful. We'll have several people share their responses

Why was that important?

- Knowing your team means knowing more than just their work performance
- Understanding hardships and remarkable accomplishments helps us relate
- Teams become comfortable with vulnerability – being able to tell your peers something you don't typically share
- Our stories leveled the playing field
- The fundamental attribution error keeps us from building trust

Building team trust

- The leader goes first - vulnerability
- Listening instead of preparing to speak is key
- Stepping up for your team
- Making the time to say thanks
- Recognizing effort
- Celebrating success
- Recognizing trust as the foundation for mastering conflict, achieving commitment, embracing accountability and focusing on results

What Google research teaches us about teamwork

Project Aristotle

- Goal: Build the perfect team
- Started in 2012
- Existing concepts: best teams meant combining the best people
- Reviewed 50 years of academic studies



What does it take to form a perfect team?

- People who eat together?
- People with similar interests?
- People who are the smartest in their field?
- People who socialize outside the office?
- People with similar educational backgrounds?
- People with the same hobbies?
- Strong managers
- Less hierarchical
- People of the same gender?
- People with similar work experiences?
- People who have served on teams before?
- People with the same years of experience?

What Google discovered

- There were no patterns in terms of team makeup
- Studied 100 groups looking at Group Norms which seem to make a difference
- Norms – traditions, standard for behavior, unwritten rules of a group, i.e., the team culture
- Carnegie Mellon, MIT and Union College research found that ***how teammates treated each other*** was key

Two Behaviors Good Teams Share


Equality in turn taking


- Team members spoke in roughly the same proportion
- When everyone got a chance to talk, the team did well.
- If only one or a few spoke, the collective intelligence declined

Strong social sensitivity

- Skilled at sensing how others feel based on tone of voice, expressions and nonverbal cues.
- Able to tell when someone was upset or left out.

Do you have social sensitivity – intuitively knowing how others feel?




 **Reading the Mind in the Eyes Test (Revised, Adult)**


Mouse over to zoom Practice Question

Which word best describes what the person in the picture is thinking or feeling?

- ☐ hateful
- ☐ jealous
- ☐ arrogant
- ☐ panicked



nd in the Eyes Test (Revised, Adult)

 describes what the person in the picture is thinking or

- ☐ hateful
- ☐ jealous
- ☐ arrogant
- ☐ panicked



One way to test your social sensitivity:

- Reading the Mind in the Eyes Test: (not on phone)
<http://socialintelligence.labinthewild.org/mite/>
- What to do if your social sensitivity is low:
 - Recognize the need to pay more attention to your teammates
 - Ask others for feedback
 - Be willing to share more of yourself
 - Ask another teammate to alert you if they see issues you have missed
 - Recognize good work and attributes in others

The Outcome is Psychological Safety

- Conversational turn taking and social sensitivity are aspects of psychological safety
- Psychological safety:
 - A “shared belief held by members of the team that it is safe to take risks with this group.
 - The “sense of confidence that the team will not embarrass, reject or punish someone for speaking up.
 - A team with interpersonal trust, mutual respect and people who can be themselves.

Take Aways from Project Aristotle

- No one wants to put on a “work face” at the office or in meetings
- We must be able to talk about what is messy, sad, or be able to have a conversation with the person driving you crazy
- Work is more than just labor
- Successful teams develop respect and support for each other
- It is not just a feel-good theory. It is supported by data

Mastering Conflict

- Conflict is not a bad thing for a team
- It does not focus on people or personalities
- It is a willingness to disagree, even passionately when necessary, around important issues and decisions that must be made
- When there is trust, conflict is simply the pursuit of the best possible answer
- Avoiding conflict in meetings limits creative ideas and can lead to group think

Mastering Conflict

- Options: explain disagreement and work through it; withhold your opinion; let the opinions of others guide the meeting; discuss your real thoughts at the after-meeting, meeting!
- And vs but
- Listen to thoughts completely instead of creating your rebuttal
- Avoid facial expressions, sighs, eye-rolling
- Providing “moments of grace”
- We know this team – should bad behavior be tolerated?

Mastering Conflict

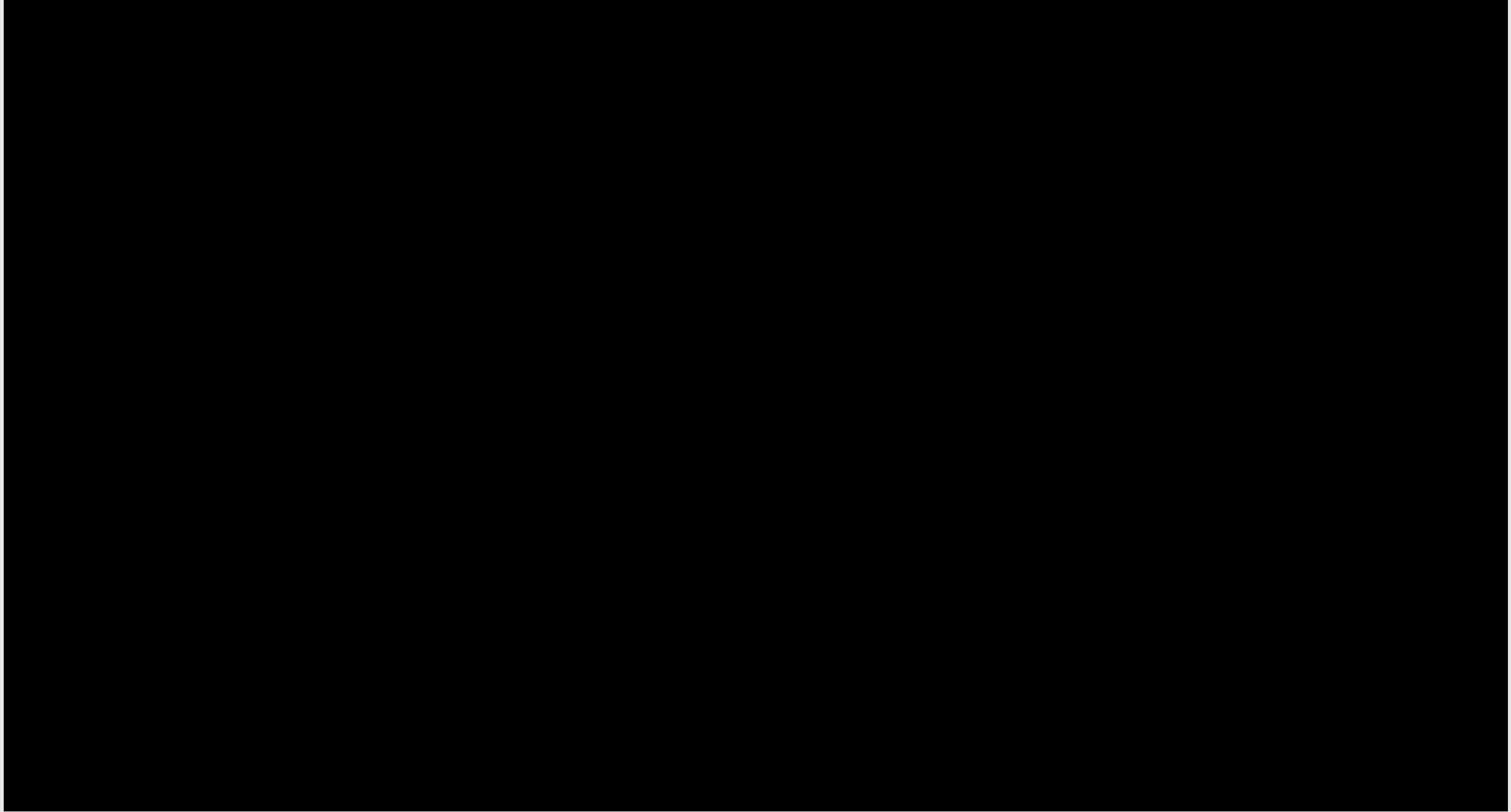
- Overcome the tendency to run from discomfort
- Find the line of constructive conflict without stepping into destructive territory
- People who trust and are engaged in important work should feel compelled to disagree, sometimes passionately, when they see things differently
- This avoids destructive hallway conversations from people reluctant to have productive debate
- Interrupt and remind people debate is good

Changing the focus on meeting engagement

1. If people remain silent during discussions, that will be interpreted as disagreement. If people don't weigh in no decision can be made
2. At the end of every discussion, go around the room and ask your team for a commitment to the decision

Remember that trust enables conflict

Why meetings
can go awry



Understanding the impact of micro aggressions

- Micro aggressions are everyday slights and indignities some people encounter
- To a female leader: “Can I speak with your boss?” or “That’s technical, you wouldn’t get it.”
- To a man who is a nurse: “Wow, you don’t see many male nurses.”
- To an LGBTQ employee: “Huh, you don’t sound gay.”
- To a non-white colleague: “So, where are you from?...No, I mean where are you *really* from?”
- To a mixed-race person: “What are you?”

Why micro aggressions are damaging

- They make a person feel less valued
- They show a lack of respect
- It is painful and we can store it away, but it is compounded over time
- It can lead to stress and anxiety, and unwillingness to take part in meetings
- Address it by acknowledging that it happened
- Be open to feedback from your team
- How a comment is received is more important than how it was intended
- What you see depends on where you stand

What we can learn from Intel

- Do you know the purpose of this meeting?
- Do you have an agenda?
- Do you know your role?

In Your Groups:

- Discuss and list five recommended “rules of engagement” for meetings
- Be specific – don’t say “show respect,” instead list how respect will be shown
- Be prepared to report out

The Surprising Science of Meetings

- Book by Steven Rogelberg with science-based ideas for meetings
- Meetings are essential to inclusion, buy-in, communication, coordination etc.
- Goal is to eliminate bad meetings, wasted time, unnecessary and unproductive meetings
- In the USA, \$1.4 trillion annual cost of meetings
- 55 million meetings per day

The image in the mirror is likely wrong

- We typically see ourselves as above average in running meetings
- In studies, meeting leaders rate meetings more favorably than attendees
- Signs of ineffective meetings:
 - Attendees on their phones/tablets throughout the meeting
 - Side conversations
 - You are doing most of the talking
 - One or two attendees dominate the discussion

Meetings with a servant leader

- Get feedback through anonymous survey asking:
 - Are you glad we hold this meeting?
 - What is working well?
 - What can we or I do better or differently to make the meeting more effective?
- Servant leader shares power, derives satisfaction and success when others thrive
- Key rule: restrict your comments until all others have discussed – leaders go last
- Meeting Facilitation Checklist Handout – let's review!

Have time, will fill it

- Parkinson's Law (*The Economist*): Work expands so as to fill the time available for its completion
- Meetings start late 50 percent of the time – and create other issues like more interruptions, fewer new ideas and lower outcomes
- Google approach: hour-long meetings will be 50 minutes and 30-minute meetings will be 25 minutes
- In Google Calendar – settings, then change the default meeting length to 50 minutes

The value of the huddle

- Short meeting with a focused agenda
- Typically 10-15 minutes in length
- Occurs the same time each day, every other day, or every week
- Starts and ends on time
- Is done in the morning
- Occurs in the same place with same people
- Mandates perfect attendance
- Occurs standing up if possible
- Typically includes one question from each category on the following chart

What has happened and any key wins?

- What did you accomplish since yesterday?
- What did you finish since yesterday?
- Any key wins for you or the team that you can share?
- Any key client updates

What will happen?

- What are you working on today?
- What is your top priority for the day?
- What is the one most important thing you will get done today?
- What are your top three priorities for the day or the week?

Key Metrics

- How are we doing on our city's top three metrics?
- How are we doing on your team's top three metrics?

Obstacles

- What obstacles are impeding your progress?
- Any "stuck points" you are facing?
- Any roadblocks the team can help with?
- Anything slowing down your progress?

Meeting prep is everything

- Identify the potential topics and goals of the meeting
- Get input by sending email asking for topics to include on the agenda related to the desired outcome
- Give significant thought to the agenda order
 - What is essential vs what is nice
 - Prioritize employee-generated agenda items
 - Consider a warm-up for 5 minutes, but be into the most meaty topic early in the meeting
 - Leave time for wrap up, clarify assignments and allow any Q&A

Meeting agenda

- To add time frames or not?
- List major goals for meeting first – if you don't know the goals, why are you meeting?
- Shared leadership – assigning “owners” to agenda items (Apple's directly responsible individual or DRI)
- Add process notes and preparation notes to your agenda
- Plan in advance for a note taker

Bigger is not better

- Big meetings can be useful for imparting info; typically not for interaction
- Bain & Company research: For each additional person over 7 members in a decision-making group, decision effectiveness is reduced by approximately 10 percent
- Larger meetings (and call in meetings) create the opportunity for social loafing, like hiding in a crowd
- Research shows we pull less when we know others are around to pull; we avoid giving our all
- For online meetings, cameras stay on

Reducing concerns of inclusion

- Goal is to include only those necessary in meetings but not create feelings of exclusion
- Consider calling in people only for the part of the meeting in their wheelhouse
- Consider asking input from others in advance to help guide the meeting
- Complete detailed meeting notes to help attendees remember what was said, to recognize it was documented, to promote post-meeting follow up and to share with others

Breaking the rhythm

- Find ways to mix things up to create new energy
- The value of the empty chair
- Mix up table seating – leader takes different seat at each meeting
- Walking meetings – no more than three people
- Standing meetings – similar to huddles
- Brainwriting – silently sharing written ideas in meetings (Written responses on index cards to a prompt, ex “How do we improve cross-functional communication,” then written responses read by facilitator)
- Silent Reading then response

Facilitation vs chairing a meeting

- Guides people to move through a process together
- Focuses on how people participate, not just on what gets achieved
- Is neutral and doesn't take sides
- Ensures everyone feels comfortable participating
- Makes members feel good about their contributions to the meeting
- Makes sure group owns ideas, not just endorsing the ideas of the leader

Facilitation vs chairing a meeting

- Starts and ends meetings on time
- Helps direct side issues to a “parking lot” and encourages team to avoid minutia
- Seeks commitments for involvement and follow up (don’t end with I’ll get back with you!)
- Brings closure to each item
- Addresses sidebar conversations and disrupters (is able to bridge effectively!)
- Is flexible with the meeting flow
- Demonstrates enthusiasm
- Understands consensus = accept & support

Other key facilitation tips

- Tracking: Keeping track of line of thought in a single discussion. Step back and summarize the discussion thus far and validity of different ideas
- Paraphrasing: Say what you think the speaker said with a lead in like: “It sounds like you’re saying...”
- Check for accuracy – “Did I get it right?” or “Is that what you mean?”
- Mirroring: Repeating the speakers key statement verbatim (shows neutrality; good with new groups)
- In all, keep your tone warm and accepting

Bring positivity to the table

- Greet people as they arrive
- Begin with passion, vision and enthusiasm
- Recognize a team or personal achievement of a team member since the last meeting
- Offer food
- Bring toys to the table
- Establish technology policies
- Create engagement with surveys
- Get attendees talking in pairs

Relationships are always key

- People are willing to listen and follow someone who they feel believes in them
- People are willing to engage when they know their thoughts – even crazy ones – will be listened to and respected
- No one cares how much you know until they know how much you care
- You have the potential to be an even better leader and meeting facilitator



Please complete your evaluation
(even if you don't need the CEUs!)



Michelle@bonocommunications.com
850.264.2433

VISION POSSIBLE

FRPA 2020

FRPA

FLORIDA RECREATION
& PARK ASSOCIATION

FOR MORE INFORMATION ABOUT THE FLORIDA RECREATION AND PARK ASSOCIATION VISIT FRPA.ORG