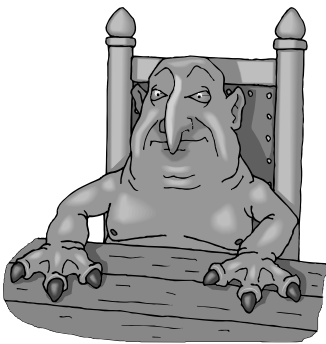


Meeting



Monsters

1. Meeting Monster: Overly Talkative

What to do: Paraphrase or summarize what they are saying. “We heard a lot of good thoughts. We’re getting away from our objective. Let’s summarize and move on.”

- Use bridging: which consists of first summarizing the previous work and then explaining to the group what is going to happen next and how it relates to the previous work and to the meeting objectives. “We listed several possible causes of the problem. Now let’s take a different look at the problem by listing who and what could be benefiting from it.”
- “That’s an interesting point. Now let’s hear from Jane.”

2. Meeting Monster: Highly Argumentative

What to do: Make a comment on how the team process is currently working. “Even though we agreed to hear everyone out, there’s a lot of interrupting going on. How is that affecting the team?”

- If you can’t resolve any problems gracefully in front of the group, wait until there is a break and discuss any issues with that person in private.
- “How would you like to modify it to improve it?”
- “Can you participate in this meeting productively or is there another issue which needs to be addressed before we continue?”
- “I hope this comment isn’t an indication that we’ll need armor for this meeting”

3. Meeting Monster: Rambler

What to do: Restate relevant points and the team objectives. Redirect what rambler is saying.

- Paraphrase or summarize what they are saying. “We heard a lot of good thoughts. We’re getting away from our objective. Let’s summarize and move on.”
- “That’s an interesting point. Now let’s hear from Jane.”

4. Meeting Monster: Obstinate/Rigid

What to do: Try to get others in the group to get this person to see their point of view. When you are ready to move on, say something like “I’m sure you have a reason for your point of view, but I’d like you to try to consider the group’s viewpoint for now.” Say that time is short and ask that the group’s viewpoint be accepted for the moment. Say you’ll be glad to discuss it later.

5. Meeting Monster: Griper/Whiner

What to do: Review the objectives/goals and have this individual try to keep the interest of the meeting outcomes in mind. Point out the organizational policy cannot be changed at the meeting, “so let’s try to figure out how we can best operate with what we have”

- If you can’t resolve any problems gracefully in front of the group, wait until there is a break and discuss any issues with that person in private.

6. Meeting Monster: Side Conversation

What to do: Set general rules or norms for the meeting and expectations of the group members, and then refer back to it.

- Move towards those engaged in the side conversation and wait until they have stopped.
- “Is there something you would like to share with the rest of the group?”
- Call one of them by name, restate the most recent opinion and ask for his/her opinion.

7. Meeting Monster: Definitely Wrong

What to do: “We’ve aired a lot of *feelings* on this issue, and this is good. Let’s bring out some of the facts.”

- If you can’t resolve any problems gracefully in front of the group, wait until there is a break and discuss any issues with that person in private.

8. Meeting Monster: Off the Subject

What to do: Clearly state the objectives and goals for that meeting and redirect the individual towards those particular goals.

- Read and post objective at the meeting for all to see and refer to.
- “Something I may have said may have led you to think we are discussing ____, but right now we are considering ____.”

9. Meeting Monster: Silent

What to do: Use the “round robin” approach where everyone in the group takes a turn contributing their thought. Make sure that when the person does talk, that they are not interrupted. Ask open-ended questions that will yield multiple-word answers. Positively respond to contributions made by team member. You can also ask that person to help you.