

Dave Stachowiak's Coaching for Leaders Podcast:

"5 Power Steps To Facilitating Bad Meeting Behaviors"

With Donna Schilder, MCC, Executive & Career Coach

A. What are the 5 Power Steps to Facilitating Bad Meeting Behaviors?

- 1) Know The Types of Disruptive Meeting Behaviors
- 2) Identify Disruptive Behaviors
- 3) Intervene In Disruptive Behaviors
- 4) Use Firm But Friendly Confrontation
- 5) Take it Offline

1. What are some types of disruptive behaviors we often see in meetings?

- Late arrivers
- Ramblers
- Side Conversationalists
- Note Passers
- Multi-taskers
- Non-participators
- Dominators
- Chronic objectors
- Gate-closers
- Off-the-wall commenters
- Eye rollers
- Sighers
- Personal attackers

2. How can leaders identify disruptive behaviors as they happen?

- Realize that your job is not only to lead the attendees through the agenda
 - But also to facilitate behaviors that prevent the meeting from being successful
- Scutinize meetings in the moment: What could go better?
- Reflect on meetings that don't seem to be as productive as they should be: what needs to change?

3. How can a leader intervene in disruptive behaviors in meetings?

- Use non-verbal cues
- Acknowledge and reinforce acceptable behavior: Joe, that's a really great idea
- Use a Hold Bin when the meeting gets off topic
- Team feedback tools
 - Plus/Delta (What are we doing well? What could we do better?)
 - Team Effectiveness Surveys
 - Have the team create Ground Rules that address their specific behavioral issues
 - Review Ground Rules and ask the team to give themselves feedback on how they are doing against the Group Rules
- Encourage shared responsibility for handling disruptive behavior

For Non-Participators:

- Invite people into the conversation: Joe, what ideas do you have on this subject?
- Round Robin
- Round Robin “Post It Note” variation

4. What is firm but friendly confrontation?

It is a framework for intervention in disruptive behaviors. The interventions are in order from the softest intervention to the strongest intervention. Tread cautiously with the strong interventions.

A. Firm But Friendly Confrontation:

General Question

Example 1: Does anyone feel there are some personal attacks going on here?

Example 2: Does anyone else feel we are digressing?

General Statement (no names)

Example 1: We had agreed as a team not to commit personal attacks.

Example 2: We had agreed as a team that we would be on time to this meeting

Specific Question

Example 1: Margaret, do you think you might have been attacking Joe just then?

Example 2: For a side conversation: Andrea, do you have anything to add?

Specific Statement

Example 1: Margaret, you seem to be personally attacking Joe.

Example 2: Joe, you seem to be objecting to this idea.

B. Three-Part Structured Feedback

I see/hear

Example 1: I hear some personal attacks going on.

Example 2: I hear a lack of openness to new ideas in this team

I feel

Example 1: I feel anxious because we might hurt people's feelings and block new ideas

Example 2: I feel anxious because we might not consider a good idea

I imagine/assume

Example 1: I imagine some of us are feeling frustrated by these personal attacks

Example 2: I assume we have some preconceived notions that block us from listening to new ideas

5. When should a leader "Take it Offline"?

- When offenders don't respond to an intervention or when a disruptive behavior is extreme.
- Be diplomatic and explain to the person why their behavior impacts the group adversely.

NOTE: This is not the ideal approach for team growth and team dynamics.



Donna Schilder's Bio:

Donna Schilder is an Executive & Career Coach who holds the credential of Master Certified Coach through the International Coach Federation. She works with Executives & Leaders in the High Tech, Medical Device, and Pharmaceutical industries to help them be more successful at inspiring, leveraging, and supporting their teams.

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