



Co-Lead

ABOUT THIS MODULE



EFFECTIVE TEAM MEETINGS



EFFECTIVE TEAM MEETINGS

What is the goal of this module?

This module will provide advice and facilitate teams to collectively discuss and agree on the best structure to make the most effective use of meeting times.

What is the collective leadership focus of this module?

- **Cooperation and coordination between members**
- **Recognising and valuing contribution of others**

What areas of team behaviour does this module focus on?

- **Enhanced collaboration**
- **Coordination and effective team working**
- **Cooperation between team members**
- **Cohesion and coordination**

Who is this module for?

Any individuals who regularly gather in formal or informal teams to discuss issues relevant to their work practice.

What is the patient safety impact of this module?

Team performance and coordination benefit from regular team meetings. Taking the time to come together and reflect on how they do their work enables teams to improve their effectiveness, productivity, and innovation.^{1,2}

References

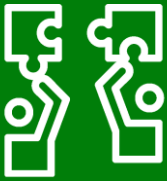
1. Widmer PS, Schippers MC, West MA. Recent developments in reflexivity research: a review. *Psychologie des Alltagshandelns*. 2009;2(2):2-11.
2. Konradt U, Schippers MC, Garbers Y, Steenfatt C. Effects of guided reflexivity and team feedback on team performance improvement: The role of team regulatory processes and cognitive emergent states, *European Journal of Work and Organizational Psychology* 2015;24(5):777-795



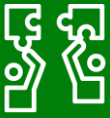


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SESSION OUTLINE



EFFECTIVE TEAM MEETINGS



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SESSION OVERVIEW

- Purpose:** This session will give team members advice on how to effectively structure and plan team meetings.
- Timing:** 60 min.
- Setup:** Introduction > Group Exercise > Group Feedback > Group Discussion > Feedback
- Outcomes:** Teams will collectively decide on the most appropriate structure for future team meetings to ensure that they run effectively and efficiently.
- Facilitators:** 1-2 team members to facilitate; 1 team member to act as flipchart scribe to record ideas, discussion points, and outputs.

ADVANCE PREPARATION

- Materials:** Printed copies of the outcomes template and meeting checklist
- Equipment:** Flipcharts, markers, pens, paper, post-it notes.
- Room:** Configure for round table discussion or small groups for larger teams
- Attendees:** If some team members cannot attend due to geographic location, they may participate remotely via teleconference. In such cases, the session materials should be shared in advance via email.





EFFECTIVE TEAM MEETINGS

START OF SESSION

1) Welcome and introduction (5 min.)

Welcome and re-cap on Co-Lead (aims, sharing of leadership across team, etc.) Introductions if new people in attendance and update the team on progress on goals.

Highlight the relevance of today's topic to practice: Regular team meetings are associated with improved team performance and coordination. Teams that take time to come together and reflect on how they do their work are more effective, productive, and innovative than those that do not meet (Widmer et al. 2009, Konradt et al. 2015).

Note the aim of the session today: This intervention component provides advice and tips on how to effectively structure and plan team meetings. It provides a platform for the team to consider what will work well for their team needs and agree a meeting structure going forward.

During this session the team will collectively decide on the most appropriate structure for future team meetings to ensure they run effectively and efficiently.

2) Icebreaker (5 min.)

Facilitators should ask each team member to come up with one word to describe their experience of team meetings. Go around the room and let each person say their one word.

3) Group exercise (15 min.)

Split the group into smaller groups of 3-5 (mix up groups to include various disciplines if possible), then ask groups to consider:

What can we do to ensure the worst, least productive team and most frustrating team meetings possible?

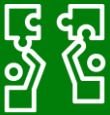
Ask each group to use the 1-2-4-all (1 minute for reflection, 2 minutes to discuss in pairs and then 4 minutes as a foursome or larger group to discuss and share ideas.) method to come up with initial list on flip chart paper

Each group should then come up with a second list of things from the first list that actually happen or are things we do in our team.

1-2-4-all used again to generate solutions to problems/issues on second list

(Continues on next page)





EFFECTIVE TEAM MEETINGS

4) Group feedback (10 min.)

Feedback to facilitator from all teams feeding back information from all steps to emphasize and highlight where there is overlap/agreement using flip chart paper.

Ensure concrete ideas/solutions are documented:

e.g., "We will not...", "I will stop..."

5) Group discussion (20 min.)

Discussion points:

- Do we meet enough as a team? Why/why not?
- Do we have/need a regular meeting where we reflect on how we work as a team?
- What kind of issues/items should be discussed at meetings where we have time to reflect on how we work and how can we ensure this meeting would work for everyone on the team?
- How can we plan and structure (e.g., meeting space, time, frequency and meeting length) this meeting to ensure a productive and efficient meeting? (use solutions from team during from group activity to inform rules/structure for meeting planning; Introduce tool to evaluate meeting mention use of meeting checklist. Can this help us?)

Notes for facilitator:

- Group responses should be discussed among the whole team to reach consensus on priorities for meeting, items for discussion, how meeting should work, when it could take place, how often, etc.
- If there is disagreement on the need for such meetings, suggest a trial period or intermittent meetings (e.g., operational/reflection meetings every 2-3 months ensuring all professions on team feed in/are represented and those that cannot attend can also feed in thoughts.) May require discussion about sharing workload for meeting (assigning rotating roles of minute taker, agenda setter, meeting Chair, etc.) Efforts should be made to get commitment from team and agreement on rules, priorities for meeting, agenda, meeting processes etc.

6) Close of session (5 min.)

Give brief feedback on the session. Notes can be collected and collated by one individual to maintain record of discussion.



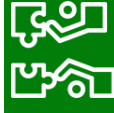


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HANDOUTS



EFFECTIVE TEAM MEETINGS



QUESTION	TEAM RESPONSE	CAN WE IMPROVE THIS? HOW? WHAT HAS BEEN AGREED?
Do we meet enough / at all as a team? Why / why not?		
Do we have / need a regular meeting where we reflect on how we work as a team?		
What issues/items should be discussed at meetings where we have time to reflect on how we work and how can we ensure this meeting would work for everyone on the team?		
What issues/items should be discussed at meetings where we have time to reflect on how we work and how can we ensure this meeting would work for everyone on the team?		
How can we plan and structure our meeting to ensure it is productive and efficiently run?		



EFFECTIVE TEAM MEETINGS

1. The meeting was well planned

- Members were notified in advance
- There was a pre-arranged agenda
- Officers and committees were ready to report
- The meeting room was pre-arranged

2. The meeting was well organized

- The meeting started on time
- Guests were introduced and welcomed
- Agendas were available for all members
- The purposes for the meeting were made clear
- There was a transition from the last meeting
- One topic was discussed at a time
- One person has the floor at a time
- Discussion was relevant
- The chairperson summarized the main points of the discussion
- The meeting moved along at a workable pace
- Committee assignments were complete and clear
- Plans for the next meeting were announced
- All that was planned for the meeting was covered

3. Participation in the meeting

- Members participated in discussion and voting
- The chairperson made good use of questions
- The pros and cons of all issues were considered
- Members gave suggestions to committees
- Responsibilities were evenly distributed
- Members participated in planning the agenda for the next meeting

4. The value of the meeting

- Progress was made toward goals
- Something was learned

5. Attitude of the meeting

- Attendance was good
- Everyone present was on time
- Members knew one another
- There was a "warm up" period before the meeting
- There was some humour during the meeting
- Members and facilitators/chairs helped one another when needed
- There was an atmosphere of free expression

