


Get On Board in Edinburgh (GOBiE)

Effective Meetings and Dealing
with Conflict






Overview


- Health, Safety and Comfort
 - Fire
 - Smoking
 - Toilets
 - Refreshments
 - Finish
- Ground rules and confidentiality





Aims

- To recognise where meetings can become ineffective and inefficient
- To demonstrate an understanding of Trustee's responsibilities in supporting effective meetings
- To demonstrate understanding of the causes of conflict in meetings and ways in which to tackle them



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What we will cover

1. The purposes of our committee meetings and what can affect them
2. The cycle of meetings – before during and after, planning for every stage
3. Conflict in meetings
4. Conflict solutions in the meeting room

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In your handouts

1. Exercises
2. Meeting Checklists
3. Examples of Minutes
4. Trustees essentials in meetings
5. Chair and Secretary's roles in meetings
6. Dealing with poor attendance
7. Tips for dealing with conflict in the meeting room
8. Model Codes of Conduct (simple and detailed)
9. Model Policy for managing conflicts of interests

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What are they for?

Management Committee Meetings

- Decision Making
- Reporting
- Reviewing
- Problem Solving
- Discussion

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Meetings

How well do our meetings work?
- What is the norm? (the good, the bad, the indifferent)

What affects do these have on the purposes of our meetings?

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Common Themes

- Lengthy discussions
- Monopolising
- Persistent lateness
- Persistent non attendance
- Non communication (people not keeping in touch)
- Non participation in meetings (people not taking part)

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Cycle of a meeting

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graph TD; Planning((Planning)) --> Environment((Environment)); Environment --> Participation((Participation)); Participation --> Recording((Recording)); Recording --> Actions((Actions)); Actions --> Planning;
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Cycle of a meeting

Planning

Responsibilities

- Chair
- Secretary
- Treasurer
- Trustees

Needs

- Setting dates
- Communication between parties
- Agenda setting
- Minutes are checked
- Papers (on time, concise, comprehensible)

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Cycle of a meeting

Environment

Responsibilities

- Chair
- Secretary
- Trustees

Needs

- Comfortable
- Has tools available to it (flip chart, projector)
- Additional papers
- Refreshments

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Cycle of a meeting

Participation

Responsibilities

- Chair
- Secretary
- Treasurer
- Trustees

Needs

- Order of business agreed (agenda)
- Check papers and relevance
- Quorum (and contingency)
- Trustees preparation
- Direct and facilitate discussions and decision making (Chair)

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Cycle of a meeting

Recording

Responsibilities

- Chair
- Secretary
- Treasurer
- Trustees

Needs

- Attendance, apologies and absentees
- Actions (assigned)
- Discussions
- Decisions/Votes
- Disagreements/objections with a decision
- Dates (due, deadline, next meeting)
- Review who completes the recording and how

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Cycle of a meeting

Actions

Responsibilities

- Chair
- Secretary
- Treasurer
- Trustees

Needs

- Communication (open channels)
- Time (reasonable and realistic)
- Minutes (sent, amendments)
- Separate actions out and follow up – be sure that this is wanted and not Draconian Law!
- Set deadlines for when feedback is required for the next agenda


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An annual plan


- Setting meetings in advance
- Highlight key meetings (budget setting, policy review, annual business review, AGM etc)
- Include Subgroups – where appropriate

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An Agenda


- All must contribute, Chair and Secretary agree final version.
- Prioritise agenda items and categorise them (definition and time)
- Reoccurring items – think about where to place them
- Number agenda items and make reference to papers where they are enclosed
- Make reference to previous minutes if an agenda item is carried forward.
- Keep a set of previous agendas/minutes at the meeting





The Chair

- Directs and facilitates the meeting, discussion, conflict, decisions and actions
- A Chair should – listen, move discussion on, summarise
- Should encourage equal participation
- Must know and understand the constitution (and/or Memo of Articles/Association)
- Familiarise themselves with the agenda before meeting
- Observe behaviours, conduct and participation and act on it
- Clarify and check the record





Tools that support your meetings

- Trustee Induction
- Trustee Handbook
- Code of Conducts/Groundrules
- Knowing your Memo of Articles/Association
- Reviews – meeting practice, conflict of interests, Trustee appraisals



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Looking at conflict

- Differences between disagreements and conflicts

Disagreements – needed, represents differences of opinion which is needed in discussion and decision making. Should be welcomed as a valuable contribution

Conflicts – disagreement that has escalated to an emotional level. Often interrupts the normal pace of the meeting and is often caused by other factors and not the issue at hand.

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What it can lead to...

Left unchecked

Unsatisfactory outcomes

Disquiet amongst Trustees

Tension and break down of relationships

Trustees leaving the organisation

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Conflicts in meetings

Where do they come from?

- There is a perceived breach of faith and trust between individuals
- There is unresolved disagreement that has escalated to an emotional level
- There is miscommunication leading to unclear expectations
- Personality Clashes
- An individual does not understand their role
- Differences in Values and Beliefs
- There is underlying stress and tension
- There is 'burn out'(an individual has been there too long)
- Ego Problems

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Conflicts in meetings

Solutions: Formal and Informal

Preventative – Processes to prevent conflict occurring. e.g. Code of Conducts, Statement of Conflict of Interests, effective recruitment and induction of Trustees.

During – processes that ensure that conflict is addressed as and when it arises to minimise impact. Code of Conduct, skills of the Chair, effective meeting structures

Follow up – processes to ensure that conflict is followed up and prevented from reoccurring.






Formal Tools

Formal tools for dealing with conflict

- Code of Conducts
- Declaration of Conflicts of Interests
- Grievance Procedures







Conflicts in meetings

We all have a lot to contribute in meetings, we also have completely different ways in which we approach things and different ways in which communicate.

...all of which can potentially affect a meeting's dynamics.






Conflicts in meetings


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In Summary

As Trustees, we all have a responsibility to:

- Participate and contribute
- To raise objection, clarify and question
- To READ and COMMENT on papers
- To respect and support the Chair





Thanks Participating

Happy Meetings!

Any questions, support needs or further information, please contact us:

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