

# Team Building

## Example of Meeting Structure

1. **A clear statement of the purpose by the convener:** (“Why I think you are here,” “Why I called this meeting,” and so on).
2. **Clarification of objectives:** (“What will we have when we’re done?” “How will we know that we’ve been successful?”) Review desired outcomes of each agenda item.
3. **Validation or modification of approach/process:**
  - Ensure a game plan of steps to accomplish the objectives (for example, problem statement, brainstorm, cause-and-effect diagram, storyboard, and so on, with time frames)
  - Agreement on ground rules: behaviors the group expects of its members during the session (for example, “keep it simple,” “have fun,” “be open and positive,” “be willing to share your thoughts and feelings,” and so on).
4. **Identification and clarification of roles:**
  - Leader: who, what to do, what not to do, limits of authority
  - Scribe: who, how (flip chart or overhead notes), limits of participation
  - Timekeeper: who, what to do, what not to do
  - Facilitator: who, how works with leader, whether to focus on process only.
  - Participants: responsibilities vis-à-vis other roles.

5. **Task work:** Work through the agreed-on agenda items
  - Use subgroups where appropriate to build effective people/skill combinations, to allow more effective use of time through parallel activities, and to allow individuals more air time.
  - Be prepared to modify the procedure as you go to reflect the realities you encounter (vs. sticking rigidly to the structure)
  
6. **Process checks during the meeting:** pause periodically during the process to check how it's working. That is, focus both on the effectiveness of your planned procedure and the satisfaction of members with everyone's behavior (norms).
  - You can stop and say, "Let's pause a minute and check how we're doing, both in terms of our work output and working process." (You can free-flow it or go around the group.)
  
7. **Bring the meeting to closure** by ensuring that all objectives have been met; review decisions made; ensure that responsibilities are clearly defined and time expectations are clear. This is also a good time to get a more thorough review of the whole process. You can ask people to identify "What are the things that helped this session be as effective as it was?" and "What are the things that kept us from being as effective as we could have been?" Use this information to develop what you would do differently next time.

Tip: Revisit expectations to ensure that any topics left hanging have a follow-up plan.
  
8. **Make any necessary plans for follow-up**, including communication to meeting participants about implementation, decisions outside their control, and so on.
  
9. **Set** the next meeting's time and agenda.