Look for solutions jointly	Danger of potential conflict
Group self-critique	Act out prior relationships
Develop consensus	Grandstanding
Stimulate ideas	Leader overwhelms
	Foregone conclusions
	Concern about consequences

How do your experiences come out? Have *your* meetings added value and quality to your work process? Have *you* perhaps fallen into some of the stereotypical pitfalls? Have you truly maximized the group process? Are you, as leader or as group member, well served?

To avoid the typical pitfalls and ensure effective meetings and results, let's begin by finding out about how people behave in groups.

Too many meetings don't work because there's not enough, or inappropriate, participation: poor listening; ineffective exchanges of information; polarization; hostility; overbearing leadership; and so on. Therefore I will focus on ways to improve *interpersonal* skills and develop better *communications* skills as a meeting leader or participant. I will *not* deal with the whole gamut of group management techniques or with group process, nor will I take an in-depth look at the variations and layers of group dynamics.

BASIC PERSONALITIES AT MEETINGS

You know how when you sit around the table at a meeting, the same people generally speak up, disagree, criticize, or never say a word? Have you ever stopped to think that they actually fall into types; that their behavior is definable and predictable? That it comes from a whole set of intrinsic behavior patterns?

Wouldn't it help if you knew the behavior categories so that you could more readily recognize and understand how people act at a meeting and could handle them better and more productively?

Just like "You can't know the players without a score card" at a ball game, there is a kind of "score card " we can develop to define the basic behavior types at any meeting. Whenever you can categorize behavior in recognizable patterns, it helps not only to understand it, but to recognize the hallmarks so that you can move past "How obnoxious he is," or, "Why does she always have to find some negative response?" into a knowledgeable countermove.