**Mining Group Gold**

**Running a Team Meeting**

**Preplanning**

**Develop a PDORA document.** Before every meeting, the primary facilitator (project manager) must develop the meeting purpose (P), desired outcomes (DO), roles (R) (timekeeper, minute taker, and scribe) and a sequenced agenda (A) with clock times. Never initiate a meeting without a plan for these PDORA items.

**Invite the smallest number of people necessary.** Failure to heed this advice results in a waste of people’s time and a room full of people with nothing productive to contribute but plenty of things to say.

**Getting Stated**

**Allow for informal interactions; use more extensive warm-ups when appropriate.**Team members will always need a few minutes to get settled before each meeting. Provide a five minute warm-up period at the beginning of each agenda for this. For large meetings where people might not know each other, you might plan a more extensive ten to thirty minute warm-up activity for everyone.

**Review the PDORA at the start of the meeting and answer questions**. Make sure that everyone understands the PDORA before moving forward with the meeting. Do not change the PDORA unless a major problem is detected.

**Moving Forward**

**The primary facilitator initiates a collaborative environment as the session moves forward.** The primary facilitator has to set the stage for a collaborative exchange of information encouraging open expression of ideas among all people. In other words, the primary facilitator must withhold her opinion so as not to close-down collaboration. Once the boss provides her idea to a group, people automatically line-up behind that idea without further discussion or creative thought.

**Maintaining a collaborative environment is a shared responsibility.** The primary facilitator needs to make it clear to others that as secondary facilitators they can help sustain the collaborative environment.

**Gathering information along the way is a shared responsibility of all team members.** All team members as secondary facilitators must make certain that conclusions are drawn from discussions and that valuable information is recorded and not lost.

**Moving Forward and Behavior Issues**

**Encourage everyone to handle disruptive behavior.** Each team member has a fundamental responsibility not to be disruptive … but if they are … everyone as secondary facilitators is free to deal with the disruption. The primary facilitator should never be expected to deal with disruptive behavior alone.

**Encourage constructive conflict; stop destructive conflict.** Constructive conflict should be encouraged as it is important to igniting a team’s critical thinking ability. Destructive conflict destroys. Stop destructive conflict as soon as it starts to appear.

**Check the process if a team member feels confused by the discussion or wonders where the meeting is going.** The primary facilitator should be on the lookout for team members who appear lost or disengaged. If a team member feels lost, they should call a time-out and get their questions answered and be reoriented.

**Allow people to express their emotions in team meetings.** It can be uncomfortable dealing with people’s emotions. It is important for teamwork and collaboration that the primary facilitator allows people to express their feelings.

**Wrap-Up**

**Close-out and conduct a meaningful critique to end every session.** Review decisions and action items and capture areas for improvement. Continuous improvement will never occur with poor, disorganized endings.

**References**

Kayser, T. A. (2011). *Mining Group Gold* (3rd ed.). New York, NY: McGraw Hill