



Defeat the Meeting Supervillains

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Meeting Superhero

\$37,000,000,000

Cost of ineffective or unnecessary meetings
each year in the U.S.





What challenges do you face with facilitation?

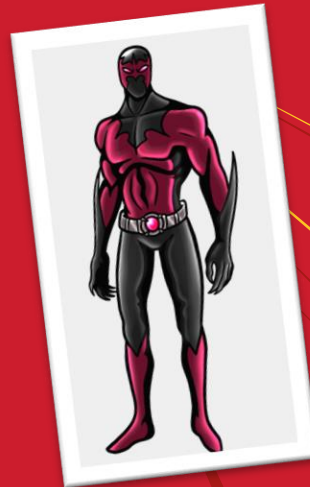


Dysfunctional Behaviors





The Meeting Supervillains



The Dominator



The Dominator

Rules the meeting

Behavior: Impatient and may interrupt others. Dominates the conversation and prevents others from speaking.

The Over-Analyzer



The Over-Analyzer

Paralysis through more analysis

Behavior: Gets the team stuck in analysis paralysis by discussing unimportant details. Causes delays in decision making.

Mister Multi-tasker

Focus is overrated!



Mister Multi-tasker

Behavior: Does work not related to the meeting topic. Sets the tone that your meeting is unimportant. May distract others.

The Derailer

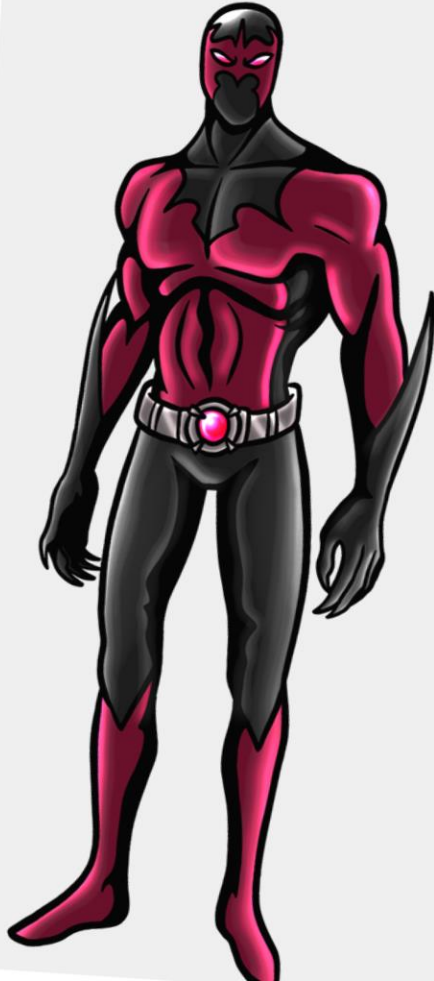


The Derailer

Sidetracks the meeting

Behavior: Pulls focus from the meeting topic or objective and sets the tone that perhaps this meeting isn't important.

The Mime



The Mime

Silence is golden. Projects are red.

Behavior: May be passive aggressive and appear unwilling to share important information

The Naysayer



The Naysayer

It'll never work.

Behavior: Speaks of doom and gloom. May raise risks; even those that are highly unlikely. Shuts down meeting progress.

The Dominator



The Derailer



The Mime



Which Supervillains do you face?



Multi-tasker



Over-Analyzer



Naysayer

The Dominator



The Derailer



The Mime



Which are you?



Multi-tasker



Over-Analyzer



Naysayer

Your Utility Belt

Working
Agreements

Adapt your communication style

Parking
Lot

BA


Agendas

Time
Boxes



Your Sidekick
ELMO

Enough. Let's Move On



Turn the
Supervillains into
Superheroes

Turning the Supervillains into Superheroes

Separate the
person from
the behavior

Assume
positive
intent

The Over-Analyzer



What are they really trying to do?

Provide details and accurate information so the group can make good decisions. They keep the group from making bad choices and bring up potential risks.

They may need extra time to think and analyze.

How do we turn them into a Superhero?

- Send agenda and meeting goals early
- Use time boxes to limit rabbit holes and delays
- Make use of parking lots and ELMO
- Use a risk log to capture risks and ensure they're ROAMed
- **Coach them to become a problem solver**

The Dominator



What are they really trying to do?

Get the team to move to action. They may have a lot of experience and want to share what they know to help others. They bring energy to the group and get the conversation going.

How do we turn them into a Superhero?

- Use working agreements (one person speaks, everyone contributes)
- Make use of parking lots and ELMO
- Call on others / round robin
- **Enlist their help to get others to speak up**

The Derailer



What are they really trying to do?

May bring awareness that they cannot contribute to the meeting. They want to add value, but perhaps they're not the right person for the topic. They may make connections others cannot see.

How do we turn them into a Superhero?

- Include purpose and intended outcome in meeting invitation
- Make use of parking lots, time boxes, agendas, and ELMO
- **Ask the right questions when deviating from the topic**

The Mime



What are they really trying to do?

They may be introverted and thoughtfully considering the issue. They care about relationships and want to hear from others. They try to maintain harmony in the group.

How do we turn them into a Superhero?

- Send agenda and relevant materials early to give time to think
- Use working agreements (everyone contributes, round robin)
- **Body language and behavior may indicate that something is wrong with the group. Enlist their help to ensure everyone gets along and feels like they can contribute.**

The Multi-tasker



What are they really trying to do?

They are a valuable signal! They may be indicating that they cannot contribute to the topic. Perhaps the meeting has gotten off topic and you need to refocus the group.

How do we turn them into a Superhero?

- Include purpose and intended outcome in meeting invitation
- Working agreements (no distractions, be present)
- Call on them as valued team members
- **Pay attention to their signals!**

The Naysayer



What are they really trying to do?

They want the project to succeed and quality is their main priority. They raise risks and bring to light potential impediments. Their behavior may be an indicator that the team isn't ready for the item currently under discussion.

How do we turn them into a Superhero?

- Prewire meeting to get agreement and identify issues
- Make use of parking lots, time boxes, and agendas
- **Have a working agreement; if you raise a risk, you must be involved in helping find a solution. They will become a problem solving machine**

Remember . . .

They're not villains. They're
misunderstood heroes.
It's on you to help them use
their superpowers for good
instead of for evil.

**What if you are
the Supervillain?**

grateful
wise
creative
resourceful
hopeful
appreciative
patient
sense of humor
flexible
◀ **curious**
impatient
irritated
worried
defensive
judgmental
self-righteous
stressed
angry
depressed

★ **Start with self-awareness**

★ **Go up the mood elevator**

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Mastering Business Analysis



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