

Facilitation Skills for Project Managers



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Nice to “Meet” You



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Consultant and Trainer, **Corporate Education Group**

- International speaker in project management and impactful storyteller
- Over 25 years' experience in establishing PMO and portfolio management models
- Author and regular contributor to industry blogs and various podcasts
- PMI® PMTraining™ instructor



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Meeting Mania



- 55 million meetings
- 3 hours
- 15% of time
- \$37 billion
- 31 hours

Zippia. “28 Incredible Meeting Statistics [2023]”
<https://www.zippia.com/advice/meetings-statistics/>



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Mania Symptoms



41%

Multitask



45%

Overwhelmed



55%

Email



39%

Sleep



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Session Learning Objectives

By the end of this session, you will be able to:

- Recognize meetings as an effective tool
- Identify challenging group and individual meeting behaviors
- Use takeaway tips and techniques to promote action orientation and accountability across project team members



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Keep It Simple to Be Successful



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How Are Your Meetings?

What is your greatest challenge when it comes time to run a successful project team meeting?



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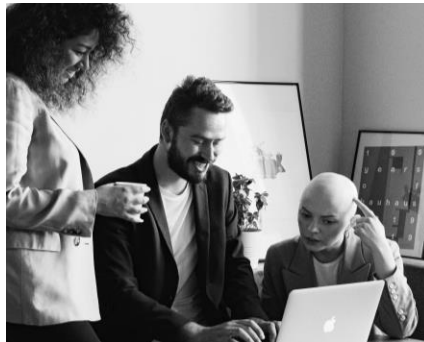
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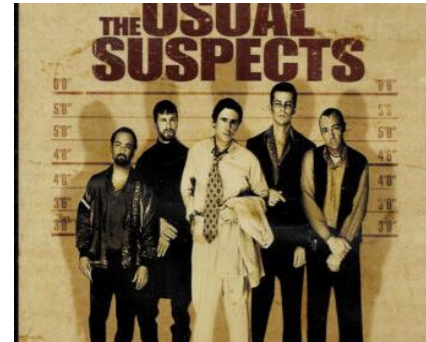
Meeting Madness



ENGAGEMENT



EXPECTATIONS



SUSPECTS



RESULTS



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Influencing Management



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How Do You Kick off Your Project?

When you have been given a new project assignment, how do you kick off your project?



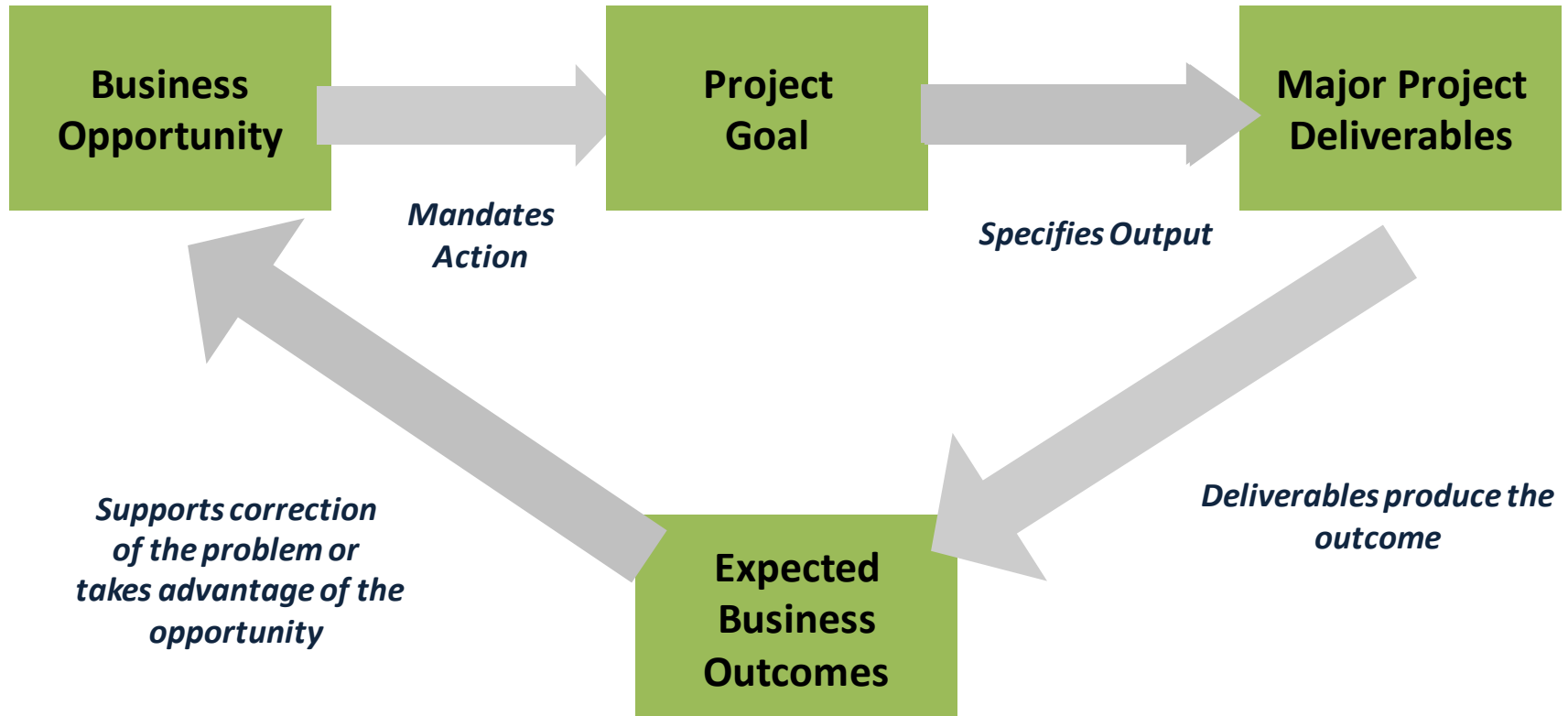
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The Scope Story



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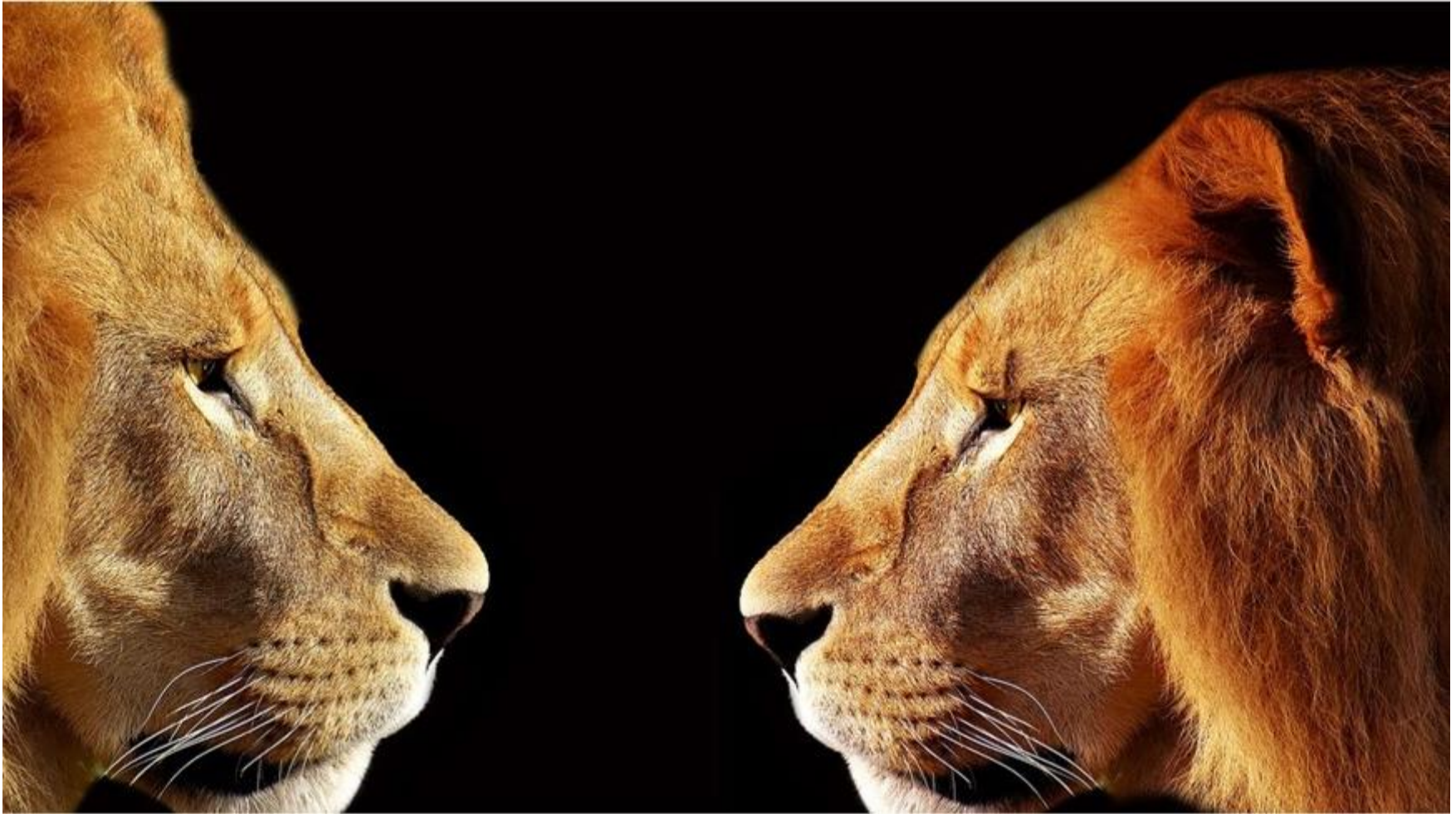
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Shared Expectations



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Basic Courtesies

Operating Rules



Problem Solving & Decision Making

Accountability

Conflict Resolution

Leader's Role



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How to Make Our Rules Real

- Do we all agree these are the right rules for us?
- How will we communicate to each other if our Rules of Engagement are not being practiced?
- How and when should we evaluate the usefulness of our Rules of Engagement?
- If a team member ignores our Rules of Engagement, how should this be handled?



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Action Orientation

How do you ensure team members are action-oriented and accountable for their assigned tasks?



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RAAID

SORT

Sorted by "open/close", then "date due"

RAAID (Risks, Actions, Assumptions Issues, Decisions)

Project Name:			Project ID:		Project Manager:					
Seq #	UID	RAAID Code	DESCRIPTION AND IMPACT	DATE OPENED	OWNER	ACTION TO BE TAKEN / STATUS / RESOLUTION	PRIORITY	STATUS	DATE DUE	DATE CLOSED
1	1									
2	2									
3	3									
4	4									
5	5									
6	6									
7	7									
8	8									
9	9									
10	10									
11	11									

What**Who****Status****When**

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Virtual Teams



- We communicate with more than words
- When we can't see the other person, we miss chunks of information
- Be careful about words we use
- Use clues: "Please bear with me while I make note of that"
- Summarize to show listening and confirm understanding
- Use noises that show appreciation of what the other is saying



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Meeting Management



- Are your meetings efficient?
- Are your meetings productive?



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Work Backwards

- ***Determine the Output.*** What do you want to achieve?
- ***Determine the Process.*** What method(s) will you use to achieve the desired result or outcome?
- ***Determine the Input.*** What materials will you need to complete the *process* and produce the *output*?



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The Usual Suspects



The Disruptor

The Talker

The Silent Type

The Zombie



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Dealing with Disruptors

Preventive Measures

- Get agreement on process, ground rules, and outcomes
- Get buy-in for “Power Players”
 - Give them roles to play
 - Enlist their help to get the silent ones to talk more

Active Intervention

- Go back to the ground rules
- Be honest and direct
- Use humor



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The Excessive Talker

When someone dominates a discussion, the other participants hold back their ideas, get frustrated or bored.

Suggestions

- Remind them of air-time limits
- Interrupt the person with, “We’ll see if we have time to get back to that topic.
For now, lets move on to Peter.”
- Enlist their help to get the silent participants to open up



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The Silent Type

Encourage the Silent Type to talk to promote an inclusive environment. Set a model to involve everyone.

Suggestions

- Direct questions to them; call on them by name
- Ask questions related to their areas of expertise and interest
- Ask them to reach to someone else's statement
- Reinforce comments from them (without appearing to be patronizing)



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The Zombies (Dead Zone)

When you've gone around the team and still have some time remaining.

Suggestions

- Remember your objectives
- Use your key word “reminders” to stimulate more conversation, deeper understanding
- “Does anyone have any new issues or risks we need to discuss?”



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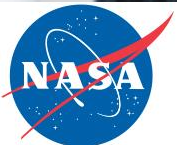
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Do you check in with your team to ask how it's going?



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How Are Our Meetings?

Red = STOP

Yellow = PROCEED

Green = GO



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Remember...



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What Questions Do You Have?



Thank You!



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