

1: Problem Solving Meetings - MeetingSift

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Conducting Effective Meetings Gregorio Billikopf "I can still remember arriving early to staff meetings at one ranch I worked for. I can also recall a job where the meetings were effectively planned and carried out. Unfortunately, most of the meetings I have attended have fallen into the unbearably unproductive category. No one remembers how they ended up talking about the lives of penguins in the Antarctic when they had started out discussing home computers. Unless the friends were trying to accomplish something more than interesting conversation, they did no harm. When business meetings resemble this gathering of friends, however, few decisions are made and much time is wasted. It takes skill and follow-through to conduct effective meetings. Meetings can be useful. Workers can learn directly rather than through the grapevine about new personnel policies or participate in decisions affecting them. Subordinates can keep supervisors and co-workers informed of new developments or conditions encountered on the job. Often workers come in contact with potential problems first, and early detection can save time and expense. Meetings, then, are held to inform people about policies or operations, gather information, conduct training, resolve problems, or make decisions. What makes for an effective meeting? Having a purpose, preparing ahead of time, setting goals during the meeting, and making provisions for follow-through and assessment afterwards are critical. A successful meeting is like a team who carefully cuts, trims and prepares a portion of meat to be hung by a hook. A hook is added, the meat is lifted and placed on a rail, and sent on its way. Oftentimes much work takes place in meetings. The participants may have cut, cleaned and even lifted the heavy carcass, but they have failed to put it on the rail. Next time, they will have to clean and lift it again. Planning All too often meetings take place without an express purpose, are too long, and little is accomplished in them. A clear understanding of objectives to be accomplished is essential to an effective meeting. Once the purpose is apparent, questions as to who will attend, and where and when the meeting will take place can be dealt with. Agendas may include time for 1 review of notes from past business; 2 discussion of new issues; and 3 evaluation of progress toward goal achievement. Supervisors are cautioned not to be overly optimistic about what can be accomplished in a single meeting. Several short meetings may work best for some objectives. Participants are more likely to absorb training material, for instance, when they can apply it between sessions. This flexibility may not exist when a decision has to be made before adjourning. Also, a single yet longer meeting may be preferable when participants have to travel distances to attend or need to make arrangements to have their normal duties covered during their absence. Most employees do not mind attending a meeting if it is productive. Meeting length can be shortened by assigning reading or information gathering activities ahead of time.

2: Meetings: How to Plan and Run Meetings - www.enganchecubano.com

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Menu How to Run Problem Solving Meetings Problem Solving Meetings are oriented around solving either a specific or general problem, and are perhaps the most complex and varied type of meetings. Whether the meeting is addressing an identified problem, or it is focusing on creating strategies and plans to navigate the future, there are a rich arsenal of group processes that can be used. Scopes and priorities need to be defined, opportunities and threats need to be identified, and possible solutions should be brainstormed, evaluated, and agreed upon. At problem solving meetings the outcome is often an important decision and thus these meetings can be crucial to the development of a team or product. If the wrong action is chosen, it could be hugely damaging. The key objective for problem solving meetings is to find the most optimal solution or reach the best compromise that can resolve an issue facing the group or organization. In order to do this the group first has to identify possible solutions, and then evaluate these based on relevant requirements and criteria. Agreeing on the most optimal solution What truly is the most optimal solution can vary a lot, depending on the setting and situation. It is important to clearly define what the problem is, as well as agree on key criteria for the solution, in order to start identifying possible options. Sometimes the best solution is the quickest one, other times it is the one that requires the least resources, while other times the solution that brings the most long term benefits is the best alternative. If all planning decisions were made by one person, not only would the choices be uninformed, there would also be little unity around team goals and direction. Key Roles in Problem Solving Meetings Never try to solve all the problems at once – make them line up for you one-by-one. If a problem is the responsibility of, or can be fixed by one person, a group meeting is likely a waste of time. The significance of a problem and the amount of group time spent solving it should be considered before calling forth any group problem solving meeting. The participant roles found in a problem solving meeting tend to vary more than most other meeting types. This is because problem solving meetings exist across such a large variety of contexts and group. Meeting leader Just as with decision making meetings, there is a need for direction and authority in the process of problem solving. The person in charge should either be the person with the deepest understanding of the situation or someone with the most responsibility over the outcome i. The leader should be able to provide the team with a general overview of the situation. They should then lead the team through the guided process. Meeting participants The measure of success is not whether you have a tough problem to deal with, but whether it is the same problem you had last year. The first is of participants who may have been involved in the events leading up to the problem. This group is not there to be blamed or criticized, but rather to provide information about how the situation was reached. In addition, this group has unique insights on how potential solutions may or may not fit with the current approach. The second group of people who should be invited are those who will be impacted by the solution. If, for example, one subgroup of a company has to restructure the timing of their releases, representatives from other groups who will have to adapt their schedule as a result should be included. Common Challenges in Problem Solving Meetings Most people spend more time and energy going around problems than trying to solve them. Taking time to identify potential future problems allows a team to have solutions immediately ready. Unfortunately, problem solving meetings are all too often done only after a problem occurs, adding a variety of challenges that would not exist in other meeting types. Problem solving can be a particularly stressful type of group strategizing. Identifying the real problem Identifying the true problem to be addressed can on the surface seem like a very simple task. However, different meeting participants are likely to have slightly different perspectives of what they are gathered to address. Without a common understanding of what problem they are aiming to solve, the problem solving meeting is not going to yield any productive solutions. Intra-group conflicts With any problem solving or decision making meeting there is bound to be some conflicting opinions on how to go forward. Because problem solving meetings are often high strung, and because of the importance of selecting a correct plan, resolving these conflicts effectively is crucial. When making group decisions, a number of different strategies can be used to reach a compromise. Defensiveness

When any type of group decision needs to be made, participants in the process can become too attached to their own suggestion to truly consider other options. While this leads to a lot of passionate and potentially productive conversation, it can also lead members to feel personally offended when their solutions are rejected. Time pressure Often problem meetings are extremely time-constrained. This can be because the problem is an approaching deadline or because there was simply no time scheduled in the initial plan for a problem to arise

How to Host Successful Problem Solving Meetings

The best way to approach a problem solving meeting is to first properly define the problem and the restrictions of potential solutions. Before brainstorming solutions, evaluate them, and decide on the best one.

Identify the problem to be addressed

The first key step to solving any problem is to identify the issue at hand. Problem solving meetings are designed to address any type of situation specific to the group. Determining what the problem is may be easier if it has already become a pressing issue. However, problem solving meetings can also be designed to generate preemptive solutions to problematic situations that may arise in the future. Regardless, any problem solving meeting should begin with a discussion of the specific issues that need to be changed or resolved by the end of the meeting. Often, when a pervasive issue exists within a group, Beginning a problem solving meeting by explicitly identifying the issue not only makes clear what the meeting goals are, but also puts all team members on the same page about the state of the group or project. Identifying this problem early on also gives the team the ability to modify the topics or members involved in reaching a solution. The reason why problem solving is often easier said than done is because of existing restraints that withhold many of the ideal options available. For example, these restrictions could involve a lack of time or a lack of corporate resources. These restraints are important to consider because problems often result as a lack of consideration for them in the first place.

Brainstorm possible solutions

To choose among feasible solutions, it is important to define not only the possible limitations but also where group priorities lie. Without a realistic idea of which aspects are most important, the solutions proposed will either be unrealistic or oriented around personal opinions. This step in the problem solving methodology allows for the most important and realistic strategies to be the ones most discussed.

Evaluate top solutions

After the feasible solutions to a problem have been isolated, the group must come to a collective conclusion about the best approach. This process should involve group consideration and evaluation of proposed options. It can be important to highlight and compare potential options against each other. For example, depending on the priorities of the group, an option which extends the timeline might be preferable to one that sacrifices quality or vice versa.

Agree on a solution

The best and most appropriate options that are generated during this meeting should be approached in the same way as options within a decision making meeting. Feedback, opinions and questions about each strategy should be considered and everyone involved in the meeting should feel free to voice their opinions. The final decision should be one that is not only realistic but that puts the entire team on the same page going forward. Using these tools can relieve not only the above mentioned problems but many others that are associated with problem solving meetings.

Gather honest opinions through anonymous feedback

The anonymous contribution platform that MeetingSift provides allows for more candid feedback, as well as helping the group to focus on the issue rather than the person. Not only does this lead participants to be less upset when their ideas are not chosen, but also to not feel like they must support one particular solution or plan just because it was proposed by someone with authority in the group. In short, MeetingSift allows for the group to focus on the problem solving process rather than office politics.

Cut meeting time with parallel input

With MeetingSift, group polls can be conducted and decisions made in a fraction of the time that it usually takes to collect that amount of information. Additionally, MeetingSift allows facilitators to time the duration of their slides and activities in order to cut down and condense unnecessary aspects of the conversation.

Efficiently identify solutions or acceptable compromises

With problem solving meetings we suggest using an empirical voting tool such as ranking or voting to choose a winner, rather than trying to find a compromise between the two. In the face of a problem at hand, it is often best to choose and stick with one dominant strategy. Easily record and share the final solution

While these opinions should be incorporated in the process, MeetingSift reports serve as a useful tool to share the solution decisions with as many other people as possible.

3: 3 Ways to Prepare for a Meeting - wikiHow

*How to Plan and Conduct Model United Nations Meetings [United Nations] on www.enganchecubano.com *FREE* shipping on qualifying offers. This is a handbook prepared by the United Nations in conjunction with Unesco to provide practical suggestions for conducting and organizing model sessions of U.N. bodies.*

Decide on a leadership structure for the overall conference This entails choosing a Chair to lead the team that will organize the conference; setting up a Steering Committee or group of Committees that will get the ball rolling until the leaders of the simulation are chosen. Here are the examples of the type of Committees you might set up: Executive Committee, headed by a Chairman, that oversees the work of the steering committee s and makes basic decisions about the duration of the conference, the Rules of Procedure that will be used, how many days will be devoted to pre-conference activities and how many will be devoted to simulating GA Plenary and GA Main Committees, etc. The following committees are recommended: Programme Committee that makes recommendations on which GA Main Committees will be simulated, how many topics will be discussed in each Committees, drafts a Programme for the conference Communications Committee that develops a communication strategy Logistics Committee that proposes a venue, looks at housing and transportation for delegates, proposes social events, manages the registration process Fundraising and Sponsorship Committee that looks for sponsors of the conference in the private sector, among foundations, etc. Financing and Budget Committee that determines how much it is all going to cost and manages the budget

Step 2: Decide which leadership positions are needed The number of officials will depend in part on the size of the conference. We recommend the following structure for GA and Secretariat officials: Under-Secretary-General for Communications and Public Information this USG is important to raise the visibility of the conference by liaising with the media to cover the conference and conduct interviews, issuing press releases, documenting the conference and publishing a newsletter that keeps the delegates up to date on what is happening, etc. Other positions can be added depending on what makes most sense given the content of the conference. Promote the conference and set up a registration process

Step 4: Select the leaders of the simulation in a fair and transparent manner from those that have registered for the conference see Step 2 above on the suggested selection process ensuring that they represent as many as the regional groups as possible and are gender balanced. Once the leaders are selected, the GA and Secretariat officials training should be provided to make sure they are familiar with the Rules of Procedure as well as their roles and responsibilities. Set timeline for important tasks to be completed by the GA and Secretariat officials including the following: Memorandum of the Secretary-General on the Organization of the xxth regular session of the [insert name of MUN] General Assembly Annotated version of the preliminary list of items to be included in the provisional agenda of the [insert name of MUN] General Assembly General Committee Report Secretary-General Reports on each topic to be discussed that gives the delegates an overview of the issue, the challenges that need to be faced, what the UN has done so far, and what still needs to be done Scripts for the Chair of each Committee. The Programme of Work for each Committee that will be distributed at the beginning of the first meeting. Assign countries and topics to conference participants MUN delegate representing Belgium addresses his peers This is a crucial step that needs to be carefully thought through. In many Model UN simulations, schools send teams of delegates that work together. In these cases, a country and topic is assigned to a team of students who attend the same school. An alternate way of organizing delegations that takes more work but is more rewarding, is to put together delegations comprised of students from different locations. In other words, no two students in any delegation are from the same school. We used this system in our three Global Model UN conferences and the experience of having students from different countries working together to represent the same country was one of the highlights of the conference. When choosing the composition of a delegation it is important to take into consideration the following factors: The geographical distribution of the delegates who are working together; The gender balance of the delegation; and, The number of MUN conferences delegates have attended. What you want to obtain are delegations that are geographically diverse, gender balanced and include delegates with a range of MUN experience. This way the more experienced delegates can mentor the

less experienced ones. The most experienced MUN delegate should be the Head delegate. Set a deadline for submitting Position Papers to the Committee Chairs and make sure the guidelines for writing these papers are available to all participants. Chairs should review each Position Paper and return them with feedback prior to the conference. Create an online space where delegates can work together prior to the conference. In addition to having a website about the conference where delegates can access information about when it will take place, how they can apply, etc. If you choose to put students from different locations on the same delegation, they will need a way to prepare for the conference before it starts. Check in regularly with the Head delegates to make sure they are in touch with all of the students on their delegation and respond to any issues that may come up. Distribute the conference programme as soon as possible prior to the conference. Assemble MUN officials several days before the conference to allow them time to complete their preparations for the conference including but not limited to writing speeches, creating scripts for Chairs, preparing the venue, etc. Recruit volunteers to assist in as many aspects of the conference as needed and organize training before conference begins. Create a manual for volunteers detailing what they need to do. You can never underestimate the importance of volunteers in helping the conference run smoothly. Make a list of all the tasks where additional assistance is needed and organize a training session for them prior to the conference so that they are clear about what is required of them. Set aside one or two days before the conference actually begins to organize workshops at the conference venue see sample programme here. These workshops should include training on the Rules of Procedure and briefings on topics of interest to the delegates. These can focus on substantive issues related to the items to be discussed during the conference or issues of general interest such as information about the work of UN agencies or employment at the UN.

Plenary Meeting of the General Assembly Step 1: The order of the items during the first Plenary Meeting should be as follows: Committee Meetings Step 1: The only people that need to be seated on the podium at any one time are the Chair, Rapporteur and Secretary. At the beginning of the first meeting of each Committee, the Chair should go over the Programme of Work that will provide the framework for its deliberations. During the formal meetings, deliberations on each agenda item allocated to a Committee are split into two parts: The discussion phase is the time in which delegations make statements on the agenda item that is being discussed. The order of speakers is on a first come, first served basis. While the discussion phase is taking place, the sponsors of a resolution should be working behind the scenes to build support and to identify which delegations want to be a co-sponsor. Research should be conducted prior to the conference to determine which delegations, regional or political groups are most likely to sponsor or co-sponsor a resolution on the agenda item that has been allocated to the Committee. The blocs should work together on the draft resolution before it is tabled. Allot time at the beginning of the first Committee meeting for an interactive session with an expert on the topic that is being debated. Schedule time each day for the General Committee and Bureaus to meet to review the progress that is being made and identify differences between their positions on the topics being debated that might impact whether a resolution is adopted by consensus or not. Also allow time for the Head delegates to meet with their delegations. Once ready, the draft resolution should be tabled with the Secretary of the Committee so that they can be distributed to all delegates before action is taken on it. After delegates have had sufficient time to read the draft resolution, then the main sponsor can introduce it during one of the formal meetings of the Committee. Soon after a draft resolution is tabled, an informal meeting should be scheduled to review the draft resolution line by line. Sometimes a draft resolution needs to go through a few reviews before consensus is achieved. If consensus is reached during the review process, the Bureau should be informed before hand that the resolution will be adopted by consensus. However, if there is difficulty in reaching consensus, the Chair can appoint a facilitator to help resolve what ever issues remain. Given the time constraints within Model UN conferences, delegates need to be cognizant of how much time they have to take action on a resolution. When consensus is not possible, even with the assistance of a facilitator, the delegation that wishes to request a vote needs to notify the Secretary of the Committee of this request beforehand. At the first formal meeting following the informal meetings to review the text of the draft resolution, if consensus was not reached on the text, any of the non-sponsors wishing to introduce an amendment to the draft resolution can do so. Amendments, like draft resolutions, must be tabled with the Secretary of the Committee

in advance to allow sufficient time to distribute the proposed amendment before a vote is taken on it. If there is more than one amendment, action will be taken on each amendment in the order in which it was received. Please note that there is no such thing as friendly and unfriendly amendments at the UN. Amendments are introduced if consensus cannot be achieved and they are tabled by Member States that have not co-sponsored the draft resolution that has been tabled. In some cases, Member States who strongly oppose a draft resolution or an amendment to the resolution will raise a Point of Order and make a Motion for Adjournment of Debate. This is referred to as a No Action Motion because if a majority of Member States who are present vote in favor of adjourning debate, no action is taken on the resolution or amendment. While it has the same outcome as if there had been a vote and the resolution or amendment was defeated, the Motion for Adjournment of Debate can be used to severely limit discussion of the item before action is taken. Repeat these steps for each resolution that is tabled. One thing that must be carefully considered is how many items should be allocated to each Committee. Given the time constraints, it is better to leave enough time to do one resolution really well than to find you have to rush on the last day of the conference to complete the work because there is more than one resolution to take action on. The steps proposed in this guide include elements that are not ordinarily included in Model UN simulations. At the same it will create the need for more informal consultations in order to resolve different views on the how the text should be revised.

4: How to Run Innovation Meetings - MeetingSift

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The source of innovation is not an individual genius, but rather the collective intelligence of people with different expertise and different points of view, engaging in collaborative problem solving. Innovation meetings and creative meetings often start with thinking outside the box; brainstorming, associating, and sharing ideas in a broad scope. Meeting participants can then use various techniques and processes to reduce the diverse pool of ideas to a more focused short list. Through ranking, evaluations, and decision making, the most suitable idea, or ideas, are identified, and recommendations and tasks can be assigned. Primary Goals for Innovation Meetings Meetings where the main focus is to come up with new ideas, designing or redesigning products, or developing entirely new approaches for your business, can all be defined as innovation meetings. Identify a new or redesigned approach The primary goal of an innovation meeting is to leave with either a new or redesigned approach to a current project or problem. Key Roles in Innovation Meetings Innovation meetings typically happen at the beginning of a project timeline, where the final goal has not yet been defined or refined. The automobile, the airplane, the telephone, these were all considered toys at their introduction because they had no constituency. They were too new. Thus, especially with smaller teams, it is often helpful in the long run to include as many team members as possible in the early planning process. Meeting leader As with most meetings, it can be helpful to have a meeting leader in charge of directing the flow of ideas. However, meetings built around brainstorming should also be some of the least hierarchical that your team is involved in. This is because the process of freely generating and sharing ideas can be hampered when people feel like they are being told how to respond by an authority. Meeting participants At innovation meetings it is important to have a variety of perspectives and experiences present. True innovation is often a result of combining elements and approaches from at least two different fields. It can be beneficial to include a few participants that are less familiar with the area that you seek to innovate, to provide a fresh perspective and potentially question stale assumptions. Note taker tweet this One crucial role to innovation meetings in particular is that of a note taker. Not only should ideas be written down, but comments and concerns brought up in the discussion about ideas should also be recorded. In this case, rather than brainstorming all over again, a team can simply refer back to their meeting report in order to see what the next best ideas were and begin working on them right away. Common Challenges in Innovation Meetings We often attribute the most brilliant inventions or creations to one person, but the truth is that ideas really take shape when being bounced between multiple people with different perspectives. This is why we do so much of our brainstorming in groups. But inspiring and facilitating free idea sharing and discussions in groups may present some challenges. Meetings like this may feel rare and spontaneous, but there are certain techniques any meeting leader can bring to a meeting to get the ideas flowing. Freely sharing ideas without judgement Unlike your company vision, which is carefully crafted by the leadership, innovation can originate from anywhere in the organization. Tapping into different perspectives In day-to-day enterprise collaboration, different views are often played down to unify the team and move together in the same direction. In innovation, the creative interaction between two, or more, different perspectives is what produces new solutions. It can be challenging to truly bring this change of mindset out in innovation meetings. How to Host Successful Innovation Meetings Innovation usually starts with broad, creative thinking, often in the form of a brainstorm in which many ideas are generated and shared. These suggestions are then narrowed down into a more concise list which can be refined, evaluated, and discussed in order to highlight the drawbacks and benefits of each idea. Through group assessment, evaluations, and various voting methods, a final choice is made and a best path is determined. Once this has been done, steps for bringing this idea to life can be discussed and tasks can be assigned to members of the team. Set the stage and generate flow Sparking the kind of idea exchange that works best in innovation meetings can be difficult. However, any meeting leader or participant can start the process by

asking the right questions. Try initially sparking a conversation about team goals and priorities to narrow the focus of the meeting. It can also be helpful to have involved or passionate members share the importance of what the team is setting out to do. These kind of introductory activities help get members focused and inspired to begin the process of innovation. Brainstorm and evaluate ideas

Any kind of brainstorm is sure to originate some ideas which may or may not be brilliant. But in general the more ideas you initially generate, the bigger chance there is for there being some diamonds in the rough among the contributions. Begin with some activities that spark interest and excitement among the team and record all ideas. We suggest that as many people and ideas as possible should try to be incorporated into any early brainstorming session. Once a large number of ideas have been contributed, the process is then to refine and evaluate them, before categorizing them into practical steps. Involve stakeholders to ensure follow-through

The majority of ideas and contributions in innovation meetings will probably be scrapped. However, when stakeholders know that their ideas are being taken into consideration and compared to the other possibilities, they feel like they have been part of the process and are more likely to be supportive of the final decision. This kind of group alignment can be essential to successfully moving forward. Better Innovation Meetings with Technology

For the best ideas, and true innovation, you need human interaction, conflict, argument, and debate. MeetingSift helps you better facilitate such interaction by providing easy to use group activities for brainstorming, prioritizing, evaluating, and making decisions. Use MeetingSift to create environments where out-of-the-box ideas can be shared without judgement. Where different perspectives are visualized side-by-side. Safely share ideas anonymously

MeetingSift Brainstorm Activity supports anonymous idea sharing, putting the focus on the idea rather than the person behind it. The best ideas lose their owners and take on lives of their own. Quickly and easily capture ideas from any size group

MeetingSift lets you easily and efficiently gather ideas, feedback, opinions, and evaluations from groups of any size. Recording and sharing ideas in larger groups can be a difficult task when several dozen people are juggling hundreds of Post-it Notes or shouting suggestions across the room. MeetingSift allows participants to submit ideas and feedback on their mobile device. Their ideas are then displayed for the rest of the group to see and build upon. This kind of parallel input saves time and also removes any potential bias introduced by the order of which the ideas were presented. The collective intelligence of the group is visualized in real-time, enhancing the discussion and group alignment. Feeding this valuable information back into the discussion not only enriches it, but saves time. Especially helpful for large groups is the word cloud generated out of submissions, highlighting the most frequently submitted words or ideas.

5: Conducting Effective Meetings

The UN Department of Public Information wants to see Model UN become an actual agent of positive change in communities across the globe. As a first step, it will collaborate with MUN Impact to hold the inaugural United Nations MUN Impact Youth Summit on 12 April in New York.

Agreeing targets, budgets, aims, etc Policy statement Guest speaker - information, initiatives, etc. Sequence Put the less important issues at the top of the agenda, not the bottom. Ensure any urgent issues are placed up the agenda. Non-urgent items place down the agenda - if you are going to miss any you can more easily afford to miss these. Try to achieve a varied mix through the running order - if possible avoid putting heavy controversial items together - vary the agenda to create changes in pace and intensity. Be aware of the tendency for people to be at their most sensitive at the beginning of meetings, especially if there are attendees who are keen to stamp their presence on proceedings. For this reason it can be helpful to schedule a particularly controversial issue later in the sequence, which gives people a chance to settle down and relax first, and maybe get some of the sparring out of their systems over less significant items. Also be mindful of the lull that generally affects people after lunch, so try to avoid scheduling the most boring item of the agenda at this time; instead after lunch get people participating and involved, whether speaking, presenting, debating or doing other active things. Timings of agenda items Consider the time required for the various items rather than habitually or arbitrarily decide the length of the meeting. Allocate a realistic time slot for each item. Keep the timings realistic - usually things take longer than you think. Long meetings involving travel for delegates require pre-meeting refreshments 30 minutes prior to the actual meeting start time. Put plenty of breaks into long meetings. Unless people are participating and fully involved, their concentration begins to drop after just 45 minutes. Five minutes every minutes for a quick breath of fresh air and leg-stretch will help keep people attentive. Working lunches are great, but make sure you give people minutes to get some fresh air and move about outside the meeting room. This is one of the biggest responsibilities of the person running the meeting, and is a common failing, so plan and manage this aspect firmly. People will generally expect you to control the timekeeping, and will usually respect a decision to close a discussion for the purpose of good timekeeping, even if the discussion is still in full flow. Consider inviting representatives from other departments to your own department meetings - if relationships are not great they will often appreciate being asked, and it will help their understanding of your issues, and your understanding of theirs. Having outside guests from internal and external suppliers helps build relationships and strengthen the chain of supply, and they can often also shed new light on difficult issues too. Avoid and resist senior managers and directors attending your meetings unless you can be sure that their presence will be positive, and certainly not intimidating. Senior people are often quick to criticise and pressurise without knowing the facts, which can damage team relationships, morale, motivation and trust. If you must have the boss at your meeting, try to limit their involvement to lunch only, or presenting the awards at the end of the meeting. In any event, tell your boss what you are trying to achieve at the meeting and how - this gives you more chance in controlling possible interference. Date Ensure the date you choose causes minimum disruption for all concerned. For meetings that repeat on a regular basis the easiest way to set dates is to agree them in advance at the first meeting when everyone can commit there and then. Pre-planning meeting dates is one of the keys to achieving control and well-organised meetings. Conversely, leaving it late to agree dates for meetings will almost certainly inconvenience people, which is a major source of upset. Generally try to consult to get agreement of best meeting dates for everyone, but ultimately you will often need to be firm. Two-hour meetings in the middle of the day waste a lot of time in travel. Breakfast meetings are a good idea in certain cultures, but can be too demanding in more relaxed environments. If attendees have long distances to travel i. Overnight accommodation the night before also allows for a much earlier start. As with other aspects of the meeting arrangements, if in doubt always ask people what they prefer. Why guess when you can find out what people actually want, especially if the team is mature and prefers to be consulted anyway. On the other hand, big important meetings held off-site at unfamiliar venues very definitely require a lot of careful planning of the venue layout and facilities. Plan the

venue according to the situation - leave nothing to chance. Venue choice is critical for certain sensitive meetings, but far less so for routine, in-house gatherings. Whatever, there are certain preparations that are essential, and never leave it all to the hotel conference organiser or your own facilities department unless you trust them implicitly. You must ensure the room is right - mainly, that it is big enough with all relevant equipment and services. Other aspects that you need to check or even set up personally are: For a big important meeting, you should also arrive an hour early to check everything is as you want it. Ensure the layout is appropriate for the occasion: Formal presentations to large groups - theatre-style - the audience in rows, preferably with tables, facing the chairman. Small meetings for debate and discussion - board-room style - one rectangular table with chairman at one end. Relaxed team meetings for planning and creative sessions - lounge style, with easy chairs and coffee tables. Your own positioning in relation to the group is important. If you are confident and comfortable and your authority is in no doubt you should sit close to the others, and can even sit among people. If you expect challenge or need to control the group strongly set yourself further away and clearly central, behind a top-table at the head of things. Set up of projectors and screens is important - strive for the perfect rectangular image, as this gives a professional, controlled impression as soon as you start. If you are using LCD projector and overhead projector a rare beast these days you may need two screens. A plain white wall is often better than a poor screen. People from the western world read from left to right, so if you want to present anything in order using different media, set it up so that people can follow it naturally from left to right. For instance show introductory bullet points say on a flip chart on the left - as the audience sees it and the detail for each point say on projector and screen on the right. Position screens and flip chart where they can be used comfortably without obscuring the view. Ensure any extension leads and wiring is taped to the floor or otherwise safely covered and protected. Supply additional flip chart easels and paper, or write-on acetates and pens, for syndicate work if applicable. You can also ask people to bring laptops for exercises and presentation to the group assuming you have LCD projector is available and compatible. In venues that have not been purpose-built for modern presentations, sometimes the lighting is problematical. If there are strong fluorescent lights above the screen that cannot be switched off independently, it is sometimes possible for them to be temporarily disconnected by removing the starter, which is a small plastic cylinder plugged into the side of the tube holder. Most business users treat hotel and conference staff disdainfully - show them some respect and appreciation and they will be more than helpful.

6: Guidelines to Conducting Effective Meetings

Planning Effective Meetings. Meeting management tends to be a set of skills often overlooked by leaders and managers. The following information is a rather "Cadillac" version of meeting management suggestions.

You are about to embark on a life-changing journey that will help you develop confidence in leading others, a stronger awareness of global issues, and the chance to make new friends from around the world. Model UN is a valuable experience that can help you get into college, find your first job, and become inspired to change the world. What is Model UN and how do I sign up? How do I prepare for my first conference? What will a typical day in committee look like? What can I do to improve? This should help you get started for your first conference. For example, a student may be assigned the United Kingdom and will have to solve global topics such as nuclear non-proliferation or climate change from the policies and perspectives of the United Kingdom. Students can attend Model United Nations conferences around the world. These conferences are organized by universities, high schools, non-profit organizations, and other educational groups. Conferences are offered for different academic levels: Once a team has registered for a conference, it receives a country to represent. Each student on that team will represent that country in a different committee with different topics. For example, Best Delegate High School could be assigned China and have different students representing China in the disarmament committee, the human rights committee, the development committee, and so forth. Schools with larger teams will receive additional countries. When you or your club are first getting started with MUN, you need to select a conference to attend. Visit our MUN Conferences page to find a conference to attend. Once you have signed up for a conference, you will receive your country assignment, your committee, and its topics. Most conferences provide a Background Guide or Topic Synopsis that introduces the topics – read that first. Some novice conferences may also require a Country Profile. Position Paper or Policy Statement The Position Paper is a one or two page document that is essentially a summary of your knowledge of the topic and the position your country plans to take when it enters committee. Position Papers are usually due before the conference. The key starting points for researching each section are listed below. They will help you get started with participating in your first Model UN conference, but you will want to dig deeper as you develop more experience. Background guide of the topic provided by the conference, Google, the news, Wikipedia to frame the topic Past international actions: Opening Speech The Opening Speech typically lasts about 1 minute or 1 minute and 30 seconds and is the first speech you give to the committee. It is the best opportunity for you to explain your country policy and the key sub-issues you would like the committee to focus on. There are many tips and strategies on how to deliver an Opening Speech, but use your Position Paper as a guide when you are starting out. The most important action is to just be brave and make your first speech. Research Binder Research Binders are optional but highly recommended, especially since many conferences do not allow the use of technology in committee. An organized Research Binder will be your go-to resource during the conference as new terms and acronyms, previous resolutions and treaties, and possible solutions are mentioned. Here is a suggested list of 15 things every delegate should have for their Research Binder. How to Write a Resolution Delegates will be writing a document called a Resolution in committee along with other countries that they will be working with. If required, Country Profiles are usually due at the same time as the Position Paper. There are no standards in Model UN and different conferences may run their debate and rules of procedure differently. Also, some crisis committees may operate with a customized set of rules and debate formats but you probably will not encounter this during your first conference. Almost all Model UN conferences use some form of parliamentary procedure which varies significantly from the consensus-building procedure used at the actual United Nations. Nevertheless, there are similarities, and the goal of every committee with the exception of crisis is to produce and pass a document called a Resolution which outlines the problems that the countries want to solve within a topic and the proposed solutions to those problems. Each committee is led by a Chairperson who facilitates the discussion for the committee. The committee will start with the Chairperson taking roll call. Afterward, the committee will vote on which of the assigned topics to discuss first. After the topic is selected, the committee is ready to begin debate on the selected topic. There

are three debate formats. The default debate format is called the Speakers List. This where delegates take turns making speeches in front of the room by the order that they are listed on the Speakers List as selected by the Chair. Speeches are typically around 1 minute or 1 minute and 30 seconds, but the speaking time can be changed by a majority vote from the delegates. After a certain number of speeches, the delegates may vote to change up the debate format to either Moderated Caucus or Unmoderated Caucus. Moderated Caucus is when the committee decides to focus on a sub-issue and get a back-and-forth debate going. Delegates will raise their placards to be called on to speak, and the Chairperson will call on speakers one-by-one until the Moderated Caucus time has expired. Unmoderated Caucus is when delegates are free to get up out of their seats and roam around the room to work with other countries with similar policies. The first one or two unmoderated caucuses will be spent finding allies, but afterward most of the unmoderated caucuses are spent writing draft resolutions with your caucus bloc your group of allies. All delegates are encouraged to be a sponsor "an author" of a draft resolution. Committee will switch between Speakers List, Moderated Caucus, and Unmoderated Caucus until draft resolutions are complete, merged, and ready to be presented. Resolutions will be presented either as they are ready or all at once near the end of the conference sometimes this is called Formal Caucus. Some conferences allow a question-and-answer period after the presentations, and some conferences will also allow time to make mergers or amendments to the resolution. Finally, all the countries in the committee will vote on whether or not they want a resolution to be passed. Afterward, committee will repeat the same process again for the second topic, or if you do not have a second topic then you are done! The committee will then enter a whole day of Lobbying Sessions. Delegates are free to roam around the committee to work with other delegates. Delegates who work together are called Co-Submitters, and there is typically one Main Submitter to the resolution. Merging takes place during Lobbying Sessions. The prepared drafts will be sent to an Approval Panel for corrections before it can be presented to the committee. Each submitted resolution will be discussed one at a time, and usually each resolution is allotted a certain amount of time to be discussed. The Main Submitter will be called upon to present the draft resolution. Delegates may then yield their time to questions-and-answers. The Chairperson may call on other delegates to speak about the resolution. Amendments may be submitted by the delegates. A similar process takes place for just the amendments "a certain amount of time is allotted to present the amendment, take questions-and-answers, and for delegates to speak about the amendment. Delegates will vote on the amendments after time has elapsed for discussing each one, and delegates will vote on the resolution as a whole after time has elapsed on discussing all amendments to the resolution. Afterward, committee will repeat the process for the next resolution, or if there are no more resolutions, then you are done! Check out this article. Formal Debate starts with delegates running through the Speakers List and delivering a single speech to the committee as their country. Delegates will coalesce into Political Groups to write resolutions, and slowly begin merging with other groups until the committee collectively has 1 resolution that represents the interests of all groups. The goal of a UN4MUN conference is for the committees to find consensus, which means much more intense negotiation and compromise. During the Opening Plenary delegates from all committees will come together to adopt the conference agenda, and during the Closing Plenary they will adopt the resolutions passed by committees ceremoniously. Plenary Sessions are led by the President of the General Assembly, who is a delegate elected by the conference attendees for their role. Final Note Note that the descriptions above are for a typical day. They do not explain the whole flow of debate and rules of procedure, which will vary by conference. We also left out many of the Points and Motions used in committee. The most important thing as a new delegate is to actively participate. You can only understand and improve in Model UN with experience, so make sure to attend your first conference and plan to attend a few more! Here is a big global list of conferences. Best Delegate has many different resources on our website, and we continually produce many articles and guides throughout the school year. If the tips on the website are basic for you, get the Advanced Delegate Guide guide that contains many of our advanced strategies. We also provide free training sessions for faculty advisors. Feel free to contact us at info@nullbestdelegate. Good luck and have fun!

7: Strategic Planning Workshop Facilitation

3. Create an agenda. This is perhaps the most important part of planning a meeting. Start with the end in mind and work backwards. For instance, if the purpose of the meeting is to vote on the.

To start with, holding effective meetings is tough. Add to that a topic that requires a lot of brainpower mixed with personal agendas and you have a recipe for disaster. Since many businesses are planning their strategic planning meetings right now and if you are not, you should be, here are the eight ways to ruin yours. Too many people in the room can lead to chaos and confusion, resulting in a strategic plan by committee instead of through educated decisions and leadership. Groups of between 10 to 15 are the ideal size for strategic planning meetings. If you have more people than that, you can always break up into small teams. The only way to have a solid strategic plan is to incorporate information about your external environment and your internal operations. Some research is better than none. So if you find yourself in a pinch the day before or the day of the meeting, do what you can to get data about your customers needs, your competitors actions, and your employees opinions. Holding an annual retreat Huh? But one common thought process in strategic planning is that you have to hold a retreat. Setting aside a couple of days in an off-site location where everyone gathers in their sweatshirt and jeans drinking cocoa is a typical vision of a strategic planning meeting. Oftentimes a retreat is an annual event and all strategic decision making is reserved for that occasion. Strategic planning should be a habit, not an event. Hold your strategy meetings regularly more than once a year to realize enhanced performance. Getting through the agenda no matter what Strategic planning is hard work. It takes a lot of mental energy to pull all the pieces of the puzzle together, see the future, make strategic decisions, and organize it usefully. Getting through the agenda is usually what it takes to have a completed plan. Try some of these tips to help the mood stay light throughout the day: Loosen up a little bit. Interject some games and downtime. Take breaks and switch gears from time to time. Assuming everyone thinks like you Of course everyone thinks like you do, right? But in strategic planning, you want everyone in the room engaged. To get everyone engaged, make sure to secure a comfortable environment. Ignoring the elephant in the room Would you like to see a strategic planning meeting go down in flames, or any meeting for that matter? Forge ahead, even though you know you have some staff issues. If any key staff member is upset or has an outstanding problem, your strategic planning meeting may likely be disrupted. That person may sit in the meeting like a brooding elephant and finally blow his top and get the meeting of course. The best way to handle staff concerns is to have a one-on-one discussion with every person who will be attending the strategic planning session. Give your employee the opportunity to voice issues or concerns privately. Make sure that you clarify that your intent is to clear up any problems that may inhibit his or her full participation during the strategy session. Ending on a low note You did it! You successfully made it all the way through your meeting. You accomplished everything you intended. You have the key pieces of your strategic plan in place. Everyone is slowly packing up their stuff and heading out the door, but you sense a feeling of exhaustion and maybe a little anxiety. What just happened is you unintentionally ended your strategic planning meeting on a low note. In most cases, you have more to cover in your meeting than you have time for. You end up rushing the last part of the meeting to get it all done. I recommend, no matter where you are in your agenda, structuring the last half-hour to end on a high note by getting everyone excited about the new strategic direction. Committing time and resources to implementing the plan is almost more important than the plan itself. Here are a few tips: Additional Thoughts on Follow Up Within a week after your strategic planning meeting, send out a timeline that contains the next steps and deadlines for completing the plan. Make sure to communicate this timeline to everyone in your organization so your employees know what is happening with the strategic planning process. Send out the strategic plan on the deadline you set, regardless if it is complete or not. As with the previous tip, you reinforce the importance of the plan. Post a visible result of the planning session in a common area. Items to post include your mission, vision, and values statements or a poster of your strategic plan. Do not, under an circumstance, cancel the next meeting in your planning or implementation process. As the leader, you are responsible for setting the example that the strategic plan is important. Canceling a meeting signifies it is not

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important. After all, execution is arguably more important than the planning itself. And, as a post script, with a little tweaking these tongue-in-cheek tips can help you make all meetings more effective – something everyone would appreciate. Get the Complete Guide to Strategic Planning today.

8: A Lean Journey: Meeting Codes of Conduct

III. A STRATEGIC PLANNING PROCESS There are many different models and action steps for strategic planning. One approach is summarized below. It assumes a cooperative effort between Board and staff, perhaps with a special strategic planning committee of Board members and staff taking responsibility for the effort.

Strategic Planning Workshop Facilitation Workshop facilitation can help ensure the effectiveness of your strategic planning process. An effective process results in well-executed plans. The secret ingredient of workshop facilitation What is it that avoids the sad result of strategic plans gathering dust on the shelves? Successful strategic plans are those created and committed to by those accountable for implementing them, and for working with the people affected by them. Before I explain how I think you can do this, let me explain some terms, and how we will use them in this context. What is strategic planning workshop facilitation? By workshop, I mean a meeting at which people engage in intensive discussion and activity on a particular subject. I assume there is a planning team. This consists of managers, with requisite roles and responsibilities. In strategic planning, a workshop is a meeting at which a planning team engages in intensive discussion and activity on the big issues facing the organization. They workshop how these strategic issues should be addressed. Their aim is to ensure the organization will improve its long run performance. They further aim to do this within manageable levels of risk and resource use. During strategic planning, there will be a series of meetings, rather than a single meeting. Facilitation includes the practices needed for preparing and running meetings that yield an agreed strategic plan. The process outputs that form the corporate strategic plan include - Targets Analyses of strengths, weaknesses, opportunities, and threats Strategic decisions A vital output of the whole process will be the signatures of the planning team. These should represent their commitment to implement the strategies decided. Facilitation is not leading the managers in the planning process. The chief executive officer still is the leader of the planning process. Of course, they may have delegated some facilitation and other support tasks to others. Facilitators should be independent of the discussion. They will curb their own opinions, unless asked for them. Strategic planning workshop facilitation is like riding a scooter Skilled facilitation can help a management team gain the commitment to develop and implement strategic plans. What do I mean by this? A scooter rider needs to make efforts most of the time to keep the scooter moving forward, sometimes the rider can ease off when it is moving under its own momentum, or has reached a downward slope. However, it still needs steering towards the intended destination. Moreover, it requires the rider or facilitator to maintain balance, so as not to push too far, or lean too far to one side, of the discussion, or the other! OK maybe I am pushing the scooter too far! It is not just a chat about the possible future, or some blue sky brainstorming with no real purpose, agenda, or consequences hanging on the outcomes of the discussions. A facilitated strategic planning meeting or series of meetings is a bit like a seminar. A seminar is a structured conversation usually thought of as a small group of advanced students in a university or graduate school engaged in original research or intensive study under the guidance of a professor who meets regularly with them to discuss their reports and findings. Sometimes it is also simply a meeting for exchanging ideas like a small conference. A strategic planning seminar or facilitated workshop is a structured conversation that has all these connotations, and more. To ensure that strategic planning workshop facilitation enables the kind of conversations required, certain preparations are needed, as well a certain skills and capabilities on the part of the strategic planning facilitator. Next we go to the middle part of S. The CEO and the planning facilitator need to be planning a meeting or more usually a series of meetings. They need to be clear on who needs to be involved. The kind of opportunities available depends on various things, including - Stage of the strategic planning process Form of meetings and workshops employed for the process Practices or techniques employed in workshop facilitation Skills of the strategic planning facilitator Motivations of the participants Readiness of the teams involved for this sort of activity. Some of these may call for some team building prior to starting the planning. Exercise Responsibility The term workshop is also a verb. In the world of theatre and movie making to workshop is to present a performance of a dramatic work. Actors use intensive group discussion and improvisation in to explore aspects of the production prior to formal staging. Workshop

facilitation can be like rehearsing the execution of agreed strategies. This is another benefit of ensuring that the right people are engaged in the process. I mean the people who held accountable for the results of implementing the specific strategies or strategic projects. These people also are also responsible for linking them to the ongoing operational reality of the organization. The planning team and workshops need to include as many of these people as possible. Give them a chance to relate to one another in the strategy making process. This can simulate some of the process of strategic management that follows agreement of the strategic plan. The aim is to facilitate strategic planning sessions to ensure that the planning team and others in the process realize they are in a sense rehearsing for the real thing. The issues raised, and the judgements made, and decisions taken, all have consequences in and for the real organization. In order to improve practice in this area I recommend doing seminar evaluation at each stage of the process. Strategic planning workshop facilitation involves Structured Conversations Offering Opportunities To Exercise Responsibility for the future of the organization.

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Implementation Schedule Implementation is the process that turns strategies and plans into actions in order to accomplish strategic objectives and goals. How will we use the plan as a management tool? How and when will you roll-out your plan to your staff? How frequently will you send out updates? Who is your strategy director? What are the dates for your strategy reviews we recommend at least quarterly? What are you expecting each staff member to come prepared with to those strategy review sessions? Use the following steps as your base implementation plan: Establish your performance management and reward system. Set up monthly and quarterly strategy meetings with established reporting procedures. Set up annual strategic review dates including new assessments and a large group meeting for an annual plan review. Below are sample implementation schedules, which double for a full strategic management process timeline. Your Bi-Annual Checklist Never lose sight of the fact that strategic plans are guidelines, not rules. Every six months or so, you should evaluate your strategy execution and plan implementation by asking these key questions: Will your goals be achieved within the time frame of the plan? Should the deadlines be modified? Are your goals and action items still realistic? Should your goals be changed? What can be gathered from an adaptation to improve future planning activities? Why Track Your Goals? Having a stake and responsibility in the plan makes you feel part of it and leads you to drive your goals forward. Successful plans tie tracking and updating goals into organizational culture. Accountability and high visibility help drive change. This means that each measure, objective, data source and initiative must have an owner. Changing goals from In Progress to Complete just feels good! Once agreed upon, this topic should be developed to conclusion. Holding meetings helps focus your goals on accomplishing top priorities and accelerating growth of the organization. Although the meeting structure is relatively simple, it does require a high degree of discipline. Strategy Review Session Questions: What were our three most important strategic accomplishments of the last 90 days? How have we changed our field of play in the past 90 days? What are the three most important ways we fell short of our strategic potential? In the last 90 days, what are the three most important things that we have learned about our strategy? We are looking for insight to decision to action observations. In many organizations, retreats have a bad reputation because stepping into one of the many planning pitfalls is so easy. Holding effective meetings can be tough, and if you add a lot of brainpower mixed with personal agendas, you can have a recipe for disaster. Executing your strategic plan is as important, or even more important, than your strategy. Critical actions move a strategic plan from a document that sits on the shelf to actions that drive organizational growth. The sad reality is that the majority of organizations who have strategic plans fail to implement. You remain in this phase of the strategic management process until you embark on the next formal planning sessions where you start back at the beginning. Remember that successful execution of your plan relies on appointing a strategy director, training your team to use OnStrategy or any other planning tool, effectively driving accountability, and gaining organizational commitment to the process. Clients executing their plans with OnStrategy: A Dose of Strategy.

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