**Preparation Guidelines for Leaders**

**Pre-Meeting Preparations**

* Establish a clear purpose to the meeting
	+ Engage with group members, relevant stakeholders, executive leadership as needed
* Identify and invite members who must attend
* Secure meeting location with appropriate physical and technological arrangements
* Create meeting agenda
	+ Date, time, location of meeting
	+ Clear objective and goals to agenda items – engage multiple sources for discussion needs
	+ Agenda items listed in order of discussion with critical items first
	+ Appropriate time estimates for each agenda item
	+ Individuals responsible for each agenda item
	+ Clear action that must be taken for each agenda item and desired outcomes are key – seek small wins early on to build momentum
* Send out agenda and background materials for review in advance of meeting

**Post-Meeting Activities**

* Disseminate meeting minutes in timely manner
* Follow-up as needed and take action on to-do’s/actions assigned to you
	+ Engage with group members, relevant stakeholders, executive leadership as needed
* Identify direct outcomes and implications of these outcomes
	+ Communicate/share these with group, other committees, executive leadership as appropriate
	+ Acknowledge successes and wins!
	+ Track these items to prepare for department- or organization-wide updates
* Periodically seek feedback from the group on how meetings are going

**Facilitation Tips for Leaders**

**Starting the Meeting**

* Start meeting on time
* Review meeting agenda, goals, and desired outcomes and seek agreement from group
* Ensure meeting minutes are taken

**Facilitating Discussion**

* Balance problem analysis and critical evaluation with deliberative decision making
* Create a ‘psychologically safe’ and respectful environment where members speak up
	+ Frame discussions as opportunities for learning and contributing to the mission and shared goals of the group
	+ Acknowledge need for input and ideas from all members and their expertise – especially unique information
	+ Role model curiosity – ask open ended questions
* Use active listening techniques to listen for understanding and ensure all members feel their voice is heard
	+ ‘Check-back’ – briefly repeat in your own words – for clarification of what was said
* Facilitate and manage your power wisely
	+ Offer strategies, resources, ideas as appropriate but do not dominate the meeting and conversation
	+ Acknowledge and minimize your own biases
* Monitor body language of members
* Manage the conversation dominators, disrupters, and off-track discussions
	+ Bring members back to the agenda, goals
	+ Disagreement on content of ideas and opinions is okay
	+ Address interpersonal conflict directly
* Make real-time adjustments as needed to keep the group and agenda moving forward

**Wrapping Up the Meeting**

* Summarize to-do’s/actions to take for each agenda item and by whom prior to next meeting
* Thank members for their contributions
* End meeting on time