

COORDINATING WORKING TEAMS & RELATIONAL LEADERSHIP

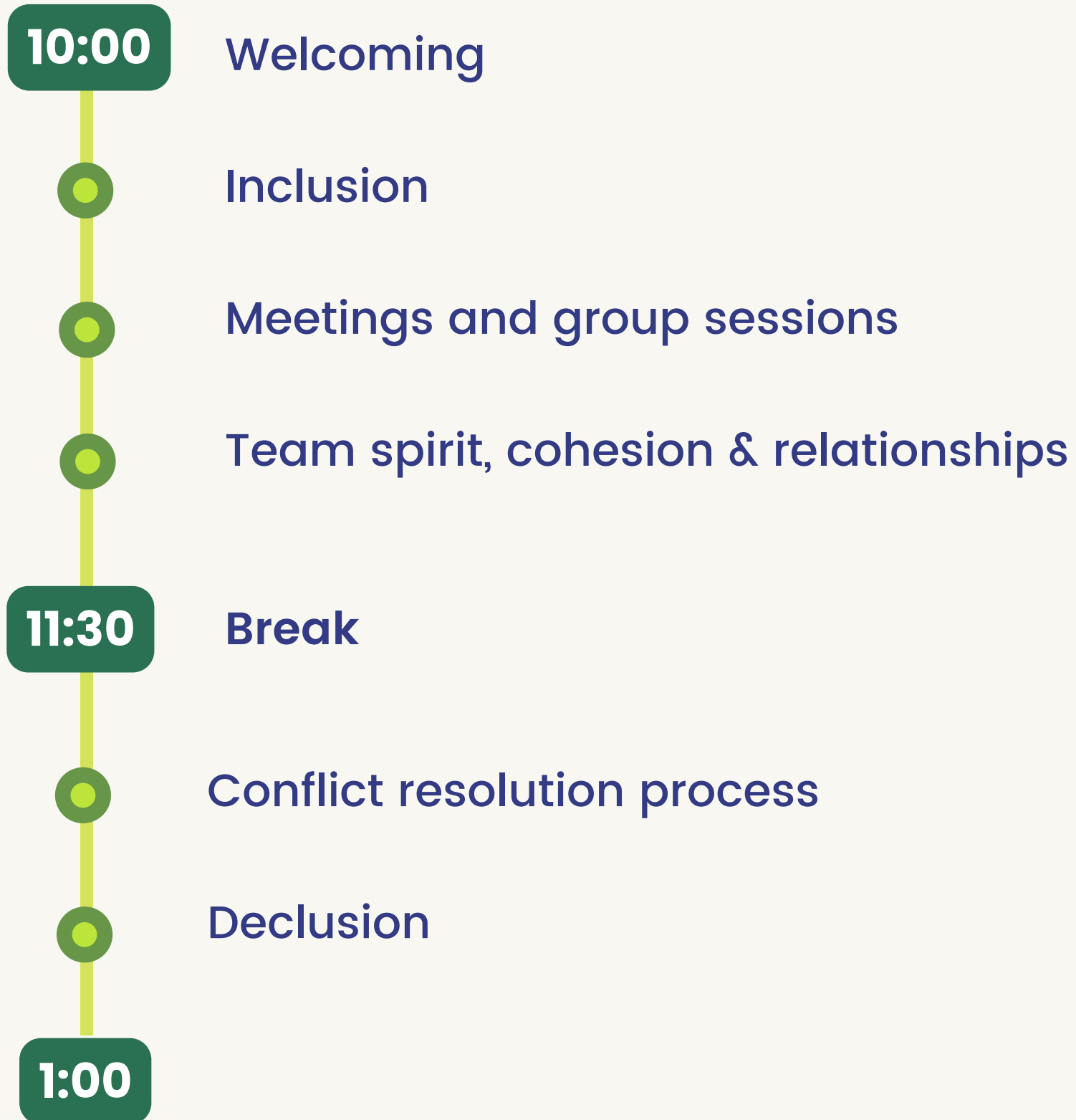


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MODULE N° 8

GREEN  LABS

AGENDA (Part 2)

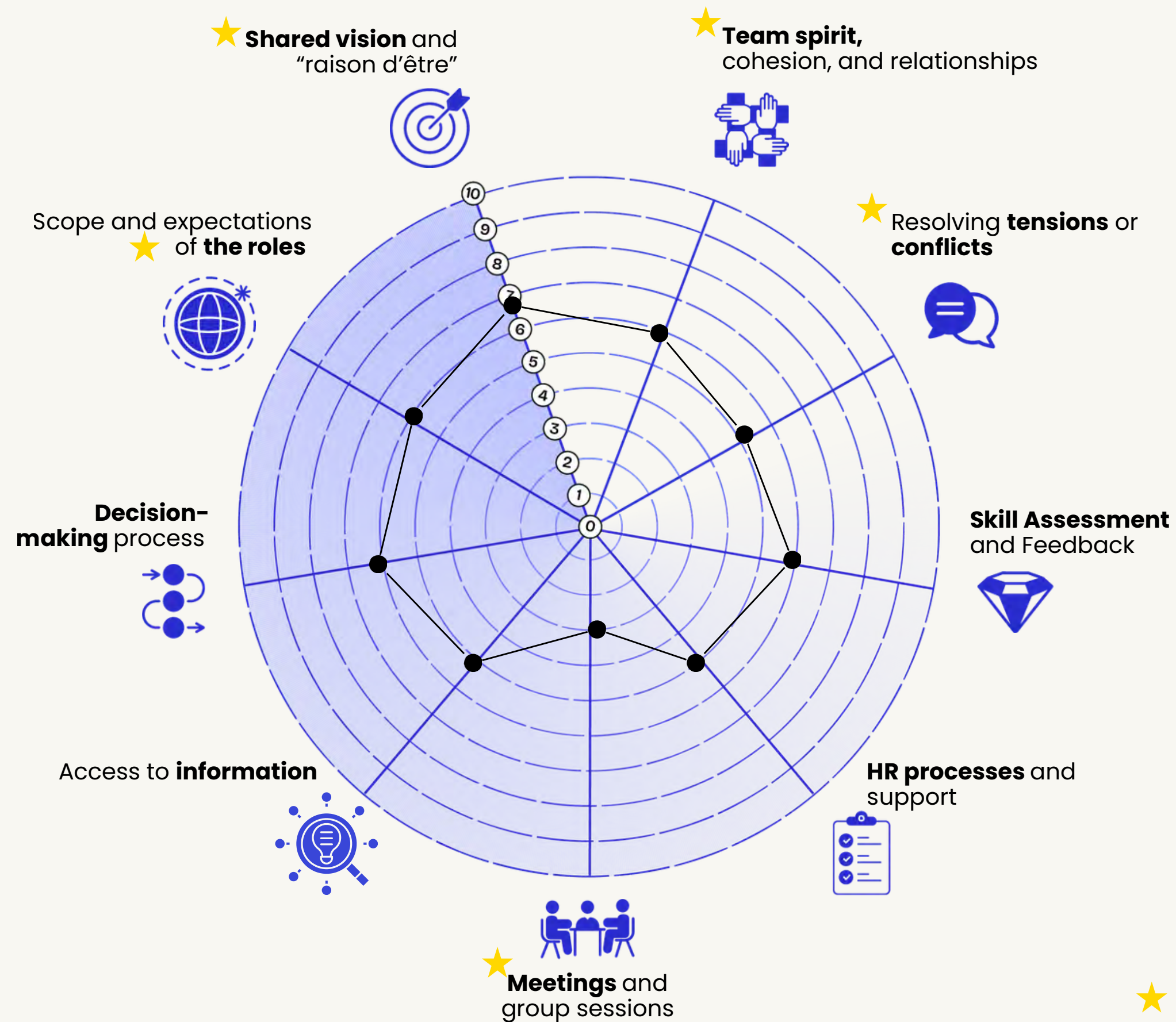


Reminder : The key ingredients of resilient governance

1
Purpose

2
Operational efficiency

3
Quality of working relationships



RETHINKING MEETINGS & GROUP SESSIONS



2025/2026



GREENLABS

Why is it important to pay attention to group sessions?

Our **time** is
precious



This is where **governance**
comes to **life**



Moments when
cooperative approaches
are put to the test



The method to improve group sessions



①

**Needs and
intention**

What kind of
meeting, and why?

Work on your posture

②

**Format and
schedule**

What type of
meeting and
agenda would be
appropriate?



③

**Framework &
key roles**

What are the rules
of the game, and
how do we assign
roles?

Clarify the intention of the meeting

Some questions to ask yourself:



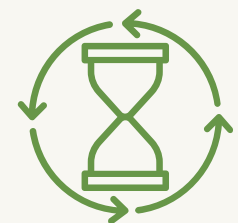
- Why are these meetings being held?
- What topics or issues do we need to address?



- What are the objectives?
- What level of participation is involved: information-sharing, consultation, collaborative planning, or joint decision-making?

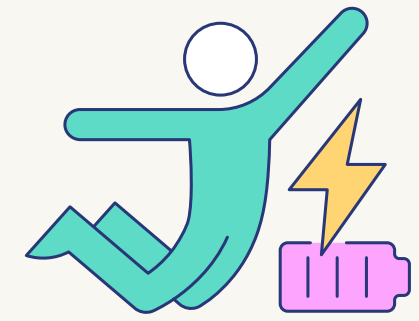


- Who needs to participate? In which meeting?



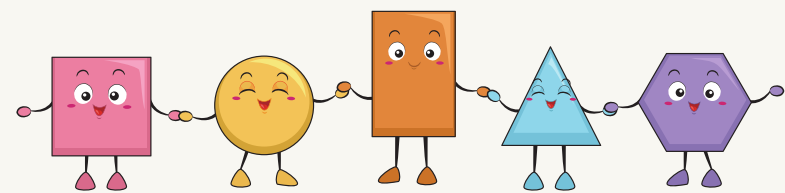
- How often do we need to meet?
- How long should these meetings last?

Clarify the objectives of the meeting

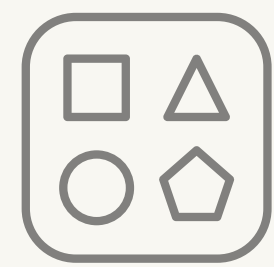


“A meeting is meant to boost everyone’s energy.”

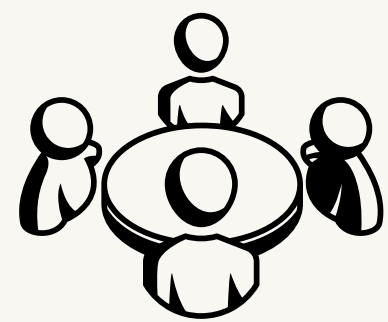
Different needs



Different formats

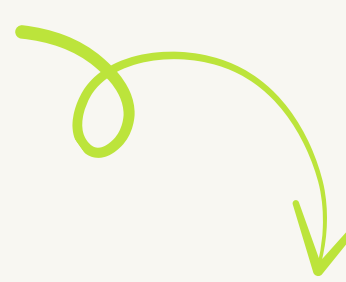


Different people



Different type of meetings

Team meetings (operational)

- Connect and build relationships
 - Share information and news
 - Raise issues and find solutions
 - Make decisions
- 
- Important: Sometimes this is the only time we get **to meet as a team**
 - **Filter the information** to be shared to not waste too much time
 - Keep a **record of the decisions made**



Other meetings

- Meetings/working sessions
- Workshops (co-creation, review, etc.)

OR

- Strategy meetings
- Governance/role meetings



The more participants there are,
the more at stake there is,
the more preparation the meeting requires.

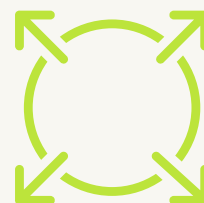
Example of timeline



10 min
max

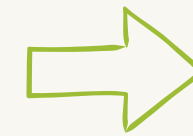
- **Inclusion** (FAST)
- **Context** of the discussion and **purpose** of the meeting
- Follow-up on **previous actions and decisions**

- Meeting in itself

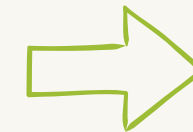


5 min
max

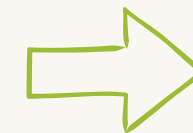
- **Summary of decisions and next steps**
- **Declusion** : focus on the process, not the content



To connect, build connections



Review the rules of the game



Track implementation



Give information and news,
tackle issues, make decisions



Check, assist with
implementation



Collect feedback

**You don't lead
the meeting ?**

**Here's your
meeting
rescue kit for
participants**

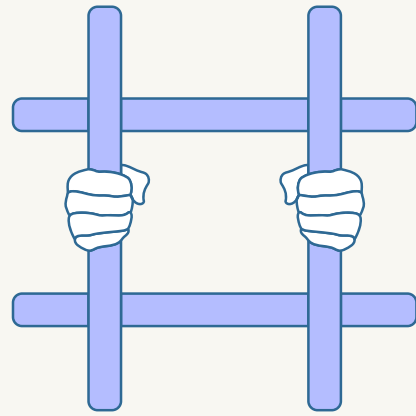


Meeting Rescue Kit

5 questions that can save your meeting

- “Can someone go over the agenda? ‘Would it be okay if we took 5 minutes to do this together?’”
- “Can someone remind us of the purpose? What do we want to come away with?”
- “What time do we finish?”
- “Do we have a timekeeper and someone to ensure everyone gets a chance to speak, plus someone to take notes?”
- “Before we wrap up, can we summarize and review the next steps?”

The framework for discussions



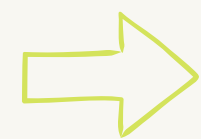
Sometimes the very idea of rules or guidelines can provoke **resistance**.



No explicit rules = **a lot of implicit rules**.

Why create a Trust Framework for discussions ?

- Agree on the ground rules
- Minimize biases and power struggles (dynamics of dominance)
- Promote shared responsibility
- Allow the facilitator to refocus the discussion



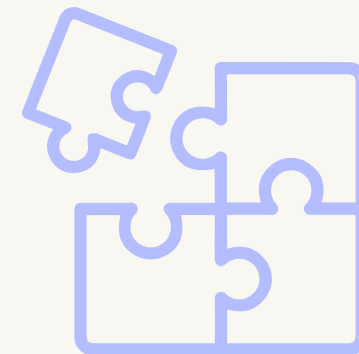
Hold more efficient group work sessions or meetings.

The framework for discussions

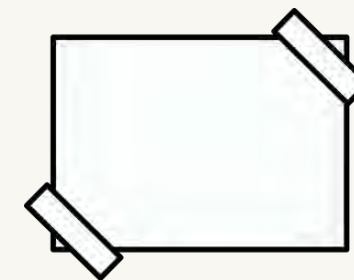
Don't interrupt each other
Keep your comments brief
Speak with purpose
Be constructive rather than reactive
Be present: no computers
When it's over, it's over
Be on time



Without a framework for communication, it's hard to get back on track!



Ideally, this should be developed collaboratively with the group



Something to display in your office?



But it's essential!

Key roles for meetings



Facilitator

- Prepare the meeting and the materials
- Facilitate the discussion and highlight key points
- Ensure that everyone has a chance to speak
- Maintain the meeting's structure and refocus the discussion as needed
- Ensure that the meeting's objectives are met



Time keeper

- ensures that time limits are respected
- helps set the pace
- helps ensure that everyone has an equal amount of speaking time



Scribe

- records the decisions made
- helps rephrase proposals
- helps prepare for the meeting and schedule meeting times

Roles : 2 recommendations

1

Switch roles

Let everyone understand the responsibilities and challenges!

Especially for the scribes and the timekeeper

2

Recognize the role of facilitator

Having to correct your colleagues can be uncomfortable

If the role is implicit or “default,” it’s harder to refocus!

And the role of the participant ?

Toward shared responsibility?



The role of participants is too often overlooked, placing all (or nearly all) of the responsibility on the facilitator and/or manager

Participants's posture



I keep my words concise

Stick to the essentials so as not to take up too much speaking time



I speak with intention

To contribute to the group and/or the process rather than to react or express my preference



I provide support for facilitation

Shared responsibility for timing issues or off-topic comments, and maintaining the framework of trust