

Devon Towns' Forum Chairmanship Training

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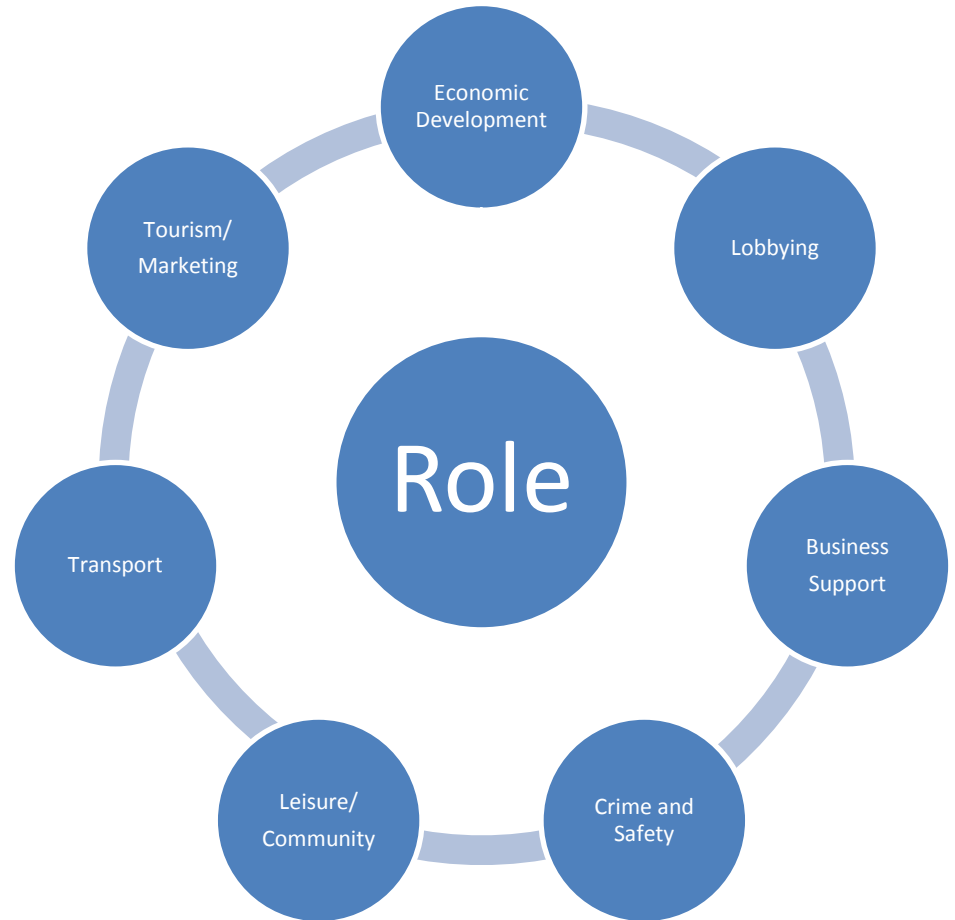
Action for Market Towns

Forming

- The team is assembled and the task is allocated
- Team members tend to behave independently and although goodwill may exist they do not know each other well enough to unconditionally trust one another
- Individual roles are unclear
- Time is spent planning, collecting information and bonding
- Individuals have questions about the team's purpose, objectives and external relationships

Teams

- Official Community Partnership
- Town Council
- Unofficial Community Partnership
- Town Centre Group
- Single Interest Group
- Other



The Trustees

- Set and maintain vision, mission and values
- Develop strategy
- Establish and monitor policies
- Set up employment procedures
- Ensure compliance with the governing document
- Ensure accountability
- Ensure compliance with the law
- Maintain proper financial oversight
- Select and support chief executive
- Respect the role of staff
- Maintain effective board performance
- Promote the organisation

CEO/Manager

- Commit to the Mission
- Appoint and Lead the Staff and Manage the Organization
- Exercise Responsible Financial Stewardship
- Lead and Manage Fundraising
- Follow the Highest Ethical Standards, Ensure Accountability, and Comply with the Law
- Engage the Board in Planning and Lead Implementation
- Develop Future Leadership
- Build External Relationships and Serve as an Advocate
- Ensure the Quality and Effectiveness of Projects
- Support the Board

Employees and Volunteers

- Do the work!
- Use money to deliver the work plan
- Follow decisions made by the board
- Inform board (maybe through the CEO)

Legislative Requirements

- Tax, accounting and reporting
- Auditing
- Employment law
- Health and Safety
- Risk assessment
- Insurances
- Data protection
- Disability Discrimination Act
- Service plans
- Financial plans
- Human resources
- Asset management
- Systems such as IT

The Nolan Committee identified seven principles of public life that should guide public figures:

- Selflessness
- Openness
- Integrity
- Honesty
- Objectivity
- Accountability
- Leadership



Storming

- The team starts to address the task suggesting ideas
- Different ideas may compete for ascendancy and if badly managed this phase can be very destructive for the team
- Relationships between team members will be made or broken in this phase and some may never recover
- In extreme cases the team can become stuck in the Storming phase
- If a team is too focused on consensus they may decide on a plan which is less effective in completing the task for the sake of the team
- This carries its own set of problems. It is essential that a team has strong facilitative leadership in this phase

Define Leadership

- Leadership is a **process**; as long as the conditions are right anybody can **learn to become a leader**
- Leaders have a clearly defined and shared **vision**
- Leaders **inspire** and **influence** people to achieve that vision
- Leadership is the **process** used by a person to **inspire** and **influence** a group of people to achieve **common goals** and a **shared vision**

Challenges

- legitimacy – have you been elected by your wider community in the same way that many of your local politicians have?
- Because you are leading volunteers you are unable to use the same incentives that you would with paid employees
- As designated funding for market towns reduces you will lack the resources to deliver the activities that you have identified as necessary and that generate local goodwill
- Depending on your structure you will have to balance the competing interests, some political, of many stakeholders and be accountable to them all



The Role of the Community Leader?

Deal Maker

- The politics and practicalities of pulling many partners together means compromise between different values and interests

Thinker

- Finding answers to problems that will improve and shape the place you live in

Communicator

- Helping people improve their lives and their place requires excellent communication

Trait Theory

- Follows on from 'Great Man' Theory - (concept of male, military and Western)
- Leaders are born, not made
- leaders have particular traits or physical, mental or social characteristics
- People with identified traits can be selected, placed into a position of leadership and succeed

The Trait Approach - Problems

- Over-simplified
- Traits are difficult to measure
- No exact set of personality characteristics has been found to recur in leaders
- Leaders are noted for being different to each other

General Agreement

- Managing skills - job knowledge, alertness, common sense, creative ability
- People skills - tact, firmness, good communication, courtesy, flexibility
- Personal capacities and qualities - dependable, loyal, flair, determination
- Personal achievements - career success, personal growth
- Are these traits?

Who Becomes Leader?

- Local Knowledge
- Previous experience of disasters
- Knowledge of disaster strategy (no first hand experience)
- Uniform – looks official
- The most confident and articulate
- The one that says ‘follow me’?



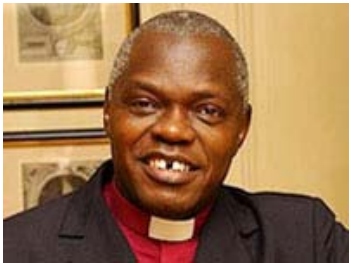
EXPERTISE



LEGITIMACY



REWARD



REFERENT



COERCION

POWER BASES

John French
and Bertram
Raven

The Five Bases
of Power

Community
Leadership?

Psychodynamic Theory

- Extraverted or introverted
- Sensing or intuitive
- Thinking or feeling
- Judging or perceiving

TYPE	VALUE	APPEARANCE
ESTP	COMPETITION	ACTIVE, PRAGMATIC, INCISIVE, DEMANDING
ISTP	EFFICIENCY	ACTIVE, CAPABLE, CONCRETE, PROFICIENT
ESFP	REALISM	ENERGETIC, INQUISITIVE, ENCOURAGING
ISFP	COOPERATION	FELXIBLE, SYNERGETIC, PRAGMATIC
ESTJ	ORGANISATION	METHODICAL, FOCUSED, PLANNED
ISTJ	PRODUCTIVITY	PERSISTENT, LOGICAL, PRACTICAL
ESFJ	HARMONY	HELPFUL, SUPPORTIVE, PRACTICAL
ISFJ	CONSDIERATION	COOPERATIVE, COMMITTED, UNDERSTANDING
ENTJ	COMMAND	ANALYTICAL, BLUNT, PLANNED
INTJ	EFFECTIVENESS	ANALYTICAL, TOUGH MINDED, SYSTEMATIC
ENTP	KNOWLEDGE	ASSERTIVE, COMPETITIVE, RESOURCEFUL
INTP	INGENUITY	CONCEPTUAL, ANALYTICAL, CRITICAL
ENFJ	COLLABORATION	WARM, SUPPORTIVE, INCLUSIVE
INFJ	CREATIVITY	INVENTIVE, IDEALISTIC, INSIGHTFUL
ENFP	INNOVATION	IMAGINATIVE, ENTHUSIASTIC, EXPRESSIVE
INFP	EMPATHY	PASSIONATE, INTUITIVE, CREATIVE

Behavioural Theory

- The behaviour of successful leaders
- Behaviour can be taught
- Building trust and respect
- Tasks vs. people - need to focus on both
 - Employee-Oriented Leader: emphasis on interpersonal relationship
 - Production-Oriented Leader: emphasis on task, imposed discipline

Norming

- As the team moves out of the Storming phase they will enter the Norming phase
- This tends to be a move towards harmonious working practices with teams agreeing on the rules and values by which they operate
- In the ideal situation teams begin to trust themselves during this phase as they accept the vital contribution of each member to the team
- Team leaders can take a step back from the team at this stage as individual members take greater responsibility
- The risk during the Norming stage is that the team becomes complacent and loses either their creative edge or the drive that brought them to this phase

The Definition of Assertive Behaviour

- **PASSIVE BEHAVIOUR** – is characterised by a person denying their own *rights* in any given situation
- **AGGRESSIVE BEHAVIOUR** – is characterised by a person denying the *rights* of other people in any given situation
- **ASSERTIVE BEHAVIOUR** – involves people acknowledging both their own *rights* and those of other people

The Aura of Assertiveness

- Voice
- Speech Patterns
- Facial Expressions
- Vocabulary
- Body Language/Movements

Basic Assertion

- Own your statement by beginning appropriate sentences with 'I...' or 'In my opinion...'
- Give a brief and honest reason to balance your assertive statement
- Don't give too many reasons as this can lead to over-justification, don't waffle and don't manipulate
- Use a straightforward and sincere tone of voice

Using Assertive Behaviour

- State three of your strengths
- Thank a volunteer for their contribution to a successful project
- Ask the local paper to send a photographer to the opening of your new heritage trail
- Tell the mayor that he is not needed to open the art festival
- Tell a paid member of staff to stop using the partnership's telephone for personal calls

Using Assertive Behaviour

- During a meeting a member of your board has radically digressed from the agenda, stop him and bring him back to the matter in hand
- One board member is repeatedly late for meetings, take him aside and explain the effects of his behaviour. Ask him to turn up on time in future.
- Two board members are arguing over a specific point, it is distracting and non-productive. Bring the argument to a close.
- Due to your poor time management some important papers were distributed only days before the meeting. Apologise for this.

Visionary Leadership

- Who are you trying to influence?
 - Your team members
 - Stakeholders – public/private/voluntary
 - Funders
- How do you inspire them to follow you/come with you?
- Start out with the end in mind
- ‘Sell’ your vision

Vision

- Is the vision of your group the description of a problem – or the solution to it?
- Is it simple and memorable?
- Do the people in your group know the vision – and support it?

"If you want to build a ship, don't drum up the men to gather wood, divide the work and give orders. Instead, teach them to yearn for the vast and endless sea..." Antoine de Saint Exupery

Inspirational Motivation

- Articulate a compelling vision of the future
- Desirable future situation
- Shape and share this vision to give point to the work of others
- Provide an exciting image
- Communicate this vision with passion

Leadership Skill

Projecting

- Stand with an erect posture
- Use relaxed and fluid movements
- Adopt a pleasant, friendly expression
- Make eye contact
- Use a warm, rich and well-modulated tone
- Ensure that flow of words is even

Performing

- Not all teams make it to the Performing phase, which is essentially an era of high performance
- Performing teams are identified by high levels of independence, motivation, knowledge and competence
- Decision making is collaborative and dissent is expected and encouraged as there will be a high level of respect in the communication between team members

What Issues are you facing?

- Declining traditional employment base
- Lack of affordable housing
- Centralisation of services
- Loss of services
- Out of town shopping
- Vacant commercial premises
- Threat to historic buildings and amenities
- Declining public transport
- Increased traffic congestion
- Inadequate parking provision
- Crime and vandalism

The Rural White Paper 2000

‘Our Countryside: The Future, A Fair Deal for Rural England’

- To help build prosperous, sustainable and inclusive rural communities
- “We are addressing the needs of all who live and work in rural areas. We will maintain and improve basic local services. We will help businesses adapt to change and support new enterprise”

The History

- “We want towns whose futures are shaped by the people and communities who live in and around them” - E. Cameron, the Countryside Agency
- The Market Town Initiative
- Community Partnerships
- Devolved decision making to regional level
- Local level fact finding
- Communities can influence the development of their towns
- (political?)

The Role of Partnerships

- No 'one size fits all' solution
- Different towns require individually tailored solutions
- Leaders/activists within market towns
- Inclusive
- **To deliver activities that the public and private sector cannot or does not want to deliver**
- Make the most of existing partnerships and relationships
- Seek to minimise conflicts of interest

Market Town Partnerships

- Catalyst
- Research
- Community Involvement
- Action Planning
- Mission/Vision
- Delivery
- Legitimacy

Legitimate Roles

- To bid for funding for Project delivery
- To pool resources for efficient delivery of services or implementation of projects
- A forum for strategic discussion, representation or consensual planning
- To create a proactive network
- Service delivery
- Commissioning reports
- Research
- Lobbying
- Representing towns at strategic level
- Enterprise

Successful Partnerships

- Respond to need
- Plan
- Address social exclusion
- Involve people
- Engage volunteers
- Leave a positive legacy
- Carry out activities with and without funding

The Future

- There is a need to use existing organisations and structures to develop community involvement at different levels within a region - and to ensure there are good vertical links between these levels
- Who are these organisations, what are their remits and how do you engage with them?

List the agencies and organisations that your partnership works with
Describe the nature of your relationship

TASK: LOCAL AND REGIONAL GOVERNANCE

The Local Level

GOVERNMENT

- **Town Councils**
- Hinterland Parish Councils

NON GOVERNMENT

- **Market Town Partnerships**
- Doctors Surgeries
- Business and Trading Groups
- Local Schools
- Single Issue Groups

Town and Parish Councils

- 8500 parish and town councils in England, £400m+ expenditure
- 80,000 councillors, elected and co-opted, 25,000 staff approx.
- 15 million people in England covered by parish and town councils, 30% of population
- Diverse sector, smallest covering <100, largest >80,000, urban and rural
- Legal structure, but with powers (and duties) to represent the local community, delivering services to meet local needs and improve local quality of life
- 191 new parish councils created in last 10 years, mostly in suburban and urban areas

Activities/Responsibilities

Roles

- Bus shelters
- Car parks
- Community transport schemes
- Crime reduction measures
- Leisure facilities
- Litter bins
- Local youth projects
- Open spaces
- Public lavatories
- Street cleaning
- Tourism activities
- Traffic calming measures
- Allotments

Powers

- To arrange for the discharge of functions by another local authority
- To borrow money for statutory functions
- Power of wellbeing
- To make by-laws
- To raise precept

The District Level

GOVERNMENT

- **The District Council**
- Torridge District Council, North Devon District Council, Mid Devon District Council, Teignbridge District Council, South Hams District Council, East Devon District, Exeter City Council, West Devon Borough Council
- Economic Development, Tourism, Leisure and Culture, Environmental Health, Planning, Housing, Waste Collection
- **Community Strategies**

Community Strategies

- Local Government Act 2000
- Statement of Local Objectives, Priorities and Policies
- Key Principle – Successful Partnership Working and Community Involvement
- LOCAL STRATEGIC PARTNERSHIPS

The District Level

GOVERNMENT

- **The District Council**
- Economic Development, Tourism, Leisure, Transport, Environment and Culture, Planning
- **Community Strategies**

NON GOVERNMENT

- **Local Strategic Partnerships**
 - Devon Strategic Partnership
 - Mid Devon Local Strategic Partnership
 - East Devon Community Plan
 - West Devon Community Plan
 - South Hams Community Plan
 - Teignbridge Community Plan
 - North Devon Community Plan
 - Torrige Community Plan
- Bring together the public, private, business, voluntary and community, and faith sectors so that different services and initiatives support each other and work together for the benefit of local people

Typical Local Strategic Partnership

MEMBERSHIP

- Primary Care Trust
- County Association of Town and Parish Councils
- Rural Community Council
- Community and Voluntary Services
- Housing Associations
- Police Authority
- Learning and Skills Council
- Constabulary
- County Council
- District Councils
- Business Forum
- The Environment Agency

Many Many Others

The County Or Sub-Regional Level

GOVERNMENT

- **The County Council**
- Services
- Policy Development - Tourism, Transport, Roads, Children and Families, Environment, Planning, Economic Development and others

NON GOVERNMENT

- **Devon Economic Partnership**
- Works to improve Devon's economy

**Devon Strategic Partnership
The Local Area Agreement**

Local Economic Partnerships

- Help to deliver the Regional Economic Strategy at a local level
- Bring together private, public and voluntary sectors
- Write Local Economic Strategy

Devon Economic Strategy

- The 'Devon Economic Strategy' has been created by the partnership to provide a framework for the development of the county's economy to 2015:

The 6 strategic priorities are:

- Achieving sustained investment in business infrastructure and communications
- Tackling worklessness and economic exclusion and disadvantage
- Providing co-ordinated support to unlock the economic potential of our most disadvantaged communities
- Developing and harnessing skills to achieve a competitive economy
- Encouraging business start-up & growth by promoting enterprise and improving productivity through promotion of innovation and development of the knowledge economy
- Developing Devon's identity as England's "greenest county"

The Regional Level

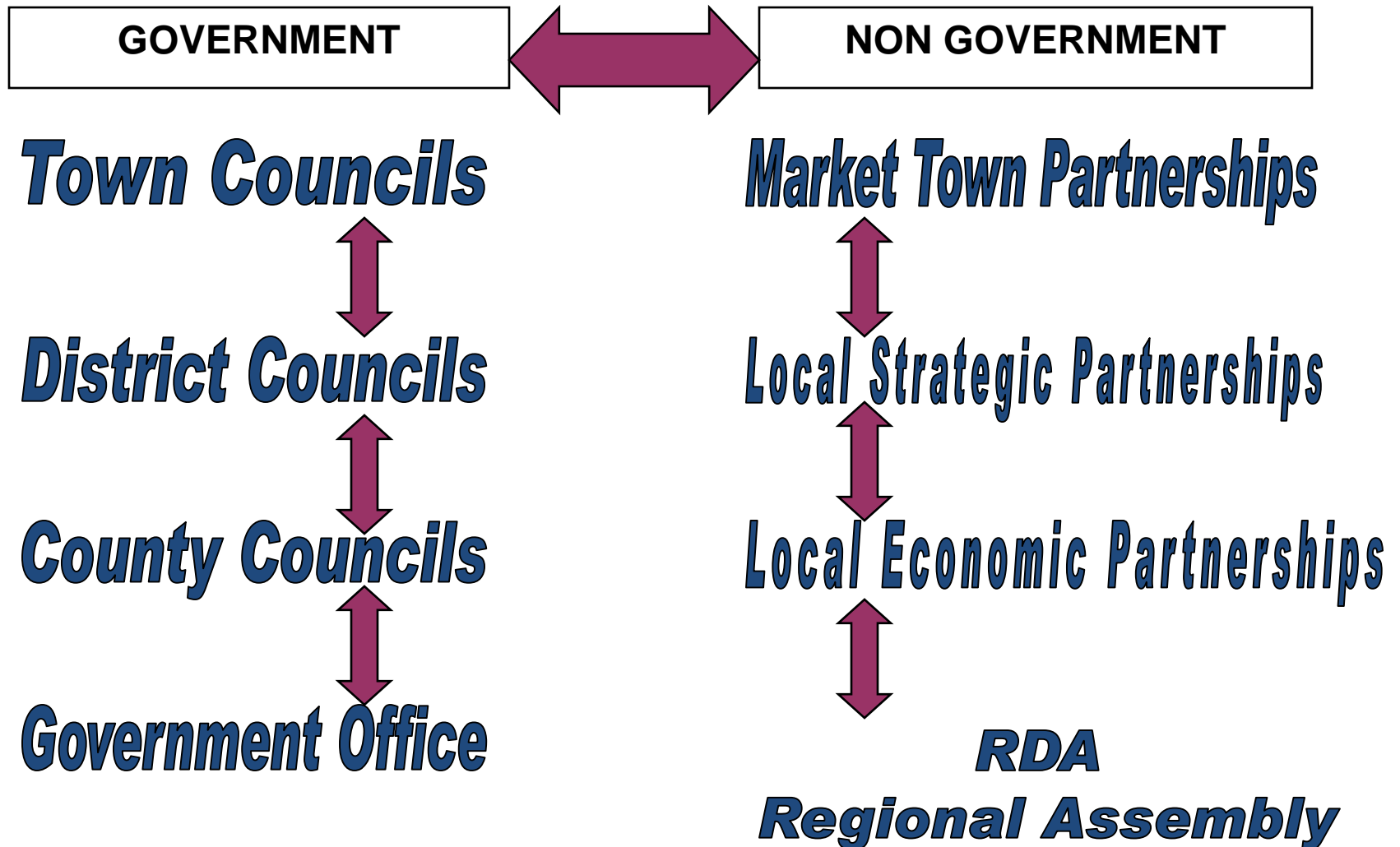
GOVERNMENT

- **Government Office South West**
- GOSW puts Government policy into practice at local level, implementing key programmes and initiatives in partnership with regional and local organisations and provides feedback to central Government that helps inform future policy

NON GOVERNMENT

- **South West Regional Assembly**
- **South West Regional Development Agency**
 - **People and Skills**
 - **Strategy and Communications**
 - **Operations and development**
 - **Enterprise and Innovation**

In Summary



Non Elected Vs Elected

Community Partnerships Vs Councils

Drivers for New Partnership Arrangements

- **Sustainable Communities Act 2007** - Giving more control to local people to shape their communities
- **Communities in control: real people, real power - White Paper 2008** - Offering a fundamental shift in the way that government and political systems operate and allowing communities to have a greater say
- **Local Area Agreements** - Target to “increase the % of people who feel they can influence decisions locally”. Devon 30% (2006 BVPI Survey).
- **Comprehensive Area Assessment from 2009** - Measuring how effective councils have been with partners in delivering outcomes for local people
- **Local Government Re-organisation** - Empowerment and devolved decision making
- **National Participatory Budgeting Pilot**- Cornwall is one of 34 pilot areas

Empowerment White Paper 2008

- *Communities in control: real people, real power* was launched on 9 July 2008
- This White Paper is about passing power to communities and giving real control and influence to more people
- Key themes are power, influence and control: who has power, on whose behalf is it exercised, how is it held to account, and how can it be diffused throughout the communities we live in

What is Participation?

- Participation is genuinely feeling part of something
- Efforts that people make in order to influence public policy decisions
- The organised effort to increase control over resources and regulative institutions on the parts of groups and movements **hitherto excluded** from such control
- Participation is everything that enables people to influence the decisions and get involved in the actions that affect their lives

Local Government White Paper 2006

- Rural communities need to have greater influence over local decisions
- Local councillors need to become stronger democratic champions acting on behalf of their communities
- CRC Participation Inquiry 2007
 - Hypothesis 1: Rural councillors fail to make full use of the existing powers available to them
 - Hypothesis 2: The relationship between rural councillors and other forms of devolved governance and community influence is ineffective
 - Hypothesis 3: Rural councillors do not represent the communities they are elected to
 - Hypothesis 4: The working between different tiers of councillors is unproductive
 - Hypothesis 5: The effectiveness of rural councillors at helping their communities influence local decisions is constrained by poor communication and information flows

Participation Inquiry

- In February 2007 the Commission for Rural Communities began a national inquiry into the role of rural councillors
- The opportunities and challenges for rural councillors in bringing decision-making closer to their communities
- Help rural communities have greater influence over local decisions, by supporting local councillors to become better democratic champions acting on behalf of their communities

Participation Inquiry

- Community engagement with local decision-making is currently very weak. Our inquiry highlighted that communities feel almost total detachment from decision-making processes. Too many people feel little or no connection with the people chosen to represent them. Confusion about which tier of government was responsible for what dominated our research findings. Councillors themselves at all levels expressed frustration about the constraints that impeded effective working.

Community Partnerships

- Very few market town partnerships have emerged organically from grassroots
- Most were initiated at a higher level in response to the market towns initiative
- Governmental agencies, the RDA's and the CA have influenced the rules of partnership working including the types of partners to be enrolled, the remit, function and territorial scale of partnerships
- The sustainability issues - life span, future functions, funding for projects identified in action plans are now pertinent

Community Partnerships

- True community representation?
- Inclusive consultation?
- Private sector involvement?
- Public sector domination?
- Successful partnerships rewarded - not those in greatest need?
- Few Market Town Action Plans have involved careful interface with 'higher-up' strategic planning

Participative Vs Elected

- What are the tensions between representative and participative democracy?
- To whom are community partnerships accountable?
- What is the appetite and capacity for the Town Council to take on additional responsibilities?
- What needs to change to make town/parish councils, as a model of representative democracy, more democratic and more representative of communities?
- The CRC recently recommended that all possible efforts should be made to support parish councils to become fully elected representative bodies, so that co-option becomes un-necessary as a substitute for elected parish councillors. How can this be achieved? What are the potential barriers?
- Can community partnerships reach more people? If so, how and why?

Partnerships

- **Town and Parish councils working with community groups to:**
 - Understand viability of local assets and service provision
 - Enhance and sustain facilities and services
 - Organise the precept to maximise community finance
 - Represent the collective needs and opportunities in dealing with statutory bodies
 - Acting as the guardians of a sustainable community-led plan

**EFFECTIVE COMMUNITY
PARTICIPATION METHODOLOGY**

Purpose

- Inform (providing public with balanced information)
- Consult (obtaining public feedback on analysis, alternatives and/or decisions)
- Involve (working directly with public throughout the process to ensure that public concerns and aspirations are consistently understood and considered)
- Collaborate (partnering with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution)
- Empower (placing final decision-making in the hands of the public)

Engagement Methods

- How will it appeal to those whose voices are not often heard?
- How will it reach beyond the active few?
- Will it involve a really good representative cross-section of the community?

Good Participation

- Makes a difference
- Voluntary
- Transparency, honesty and clarity
- Adequate resources
- Appropriate participants
- Accessibility
- Accountability
- Power
- Learning and development

Purpose

- What is the purpose of the process?
- What do you want to have achieved at the end of this process (outcomes)?
- What tangible products do you want to have produced during and after the process (outputs)?
- Have external circumstances been considered?

Purpose?

- Gather pre-existing opinions
- Gather informed and considered opinions
- Improve relationships
- Create a shared vision
- Generate new ideas
- Empower participants
- Culture change
- Build skills and capacity
- Make a direct decision
- Reach consensus and overcome conflict

Potential Participation Outcomes

- Improved personal and / or working relationships
- Wider circle of responsibility for decisions and actions
- Agreement on purpose and direction of a project or programme, or new policy
- Identification of issues, benefits and drawbacks
- Generation of new ideas
- New formal partnerships
- Defusing conflict to enable progress to be made
- Creation / enhancement of social capital
- Improved services for people
- Policy change
- Cost savings
- Capacity building and learning (individual and organisational)
- Building overt support for a new idea or initiative
- Behaviour change

Participation Outputs

- Information (e.g. new information created as an input to a workshop and/or information from meetings)
- Leaflets
- Meetings or workshops held with different groups
- Posters
- Exhibitions/presentations
- Surgeries (i.e. one-to-one discussions to share problems, get advice etc)
- Reports
- New research findings
- How will the outputs will achieve the outcomes? ("how will this meeting help achieve our overall outcomes?")

Participants

- Open
 - Anybody who wishes to take part
- Selective
 - Representative: you chose a cross-section of the target audience
 - Instrumental: you choose those with appropriate power, knowledge
 - Required: you choose those required by any guiding regulation, funding body etc

Participants

- Self selected participants attending as individuals (open access process)
- Representatives of wider interest groups (stakeholders)
- Demographically representative of a certain community or population
- Statistically representative sample of a population
- Specific individuals (for example experts on a subject)
- Service users or consumers

Participants

- Who is directly responsible for the decisions on the issues?
- Who is influential in the area, community and/or organisation?
- Who will be affected by any decisions on the issue (individuals and organisations)?
- Who runs organisations with relevant interests?
- Who is influential on this issue?
- Who can obstruct a decision if not involved?
- Who has been involved in this issue in the past?
- Who has not been involved, but should have been?

Considerations

- Who decides who is involved?
- Resisting pressure on numbers
- Usual suspects
- Opponents
- Everyone does not have to be involved in everything
- What's In It for Them (WIIFT)?

What Policy Areas are covered by your project?

- Community cohesion and equality
- Community development
- Crime and justice
- Culture and sport
- Democracy and elections
- Economy and budgets
- eDemocracy
- Education
- Environment and natural resources
- Health and well-being
- Housing
- Organisational change
- Planning and transport
- Regeneration
- Rural issues
- Urban renewal

What Kind of Participation Process?

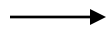
- One off event lasting one day or less
- One off event lasting several days
- Series of events over a month or several months
- Ongoing process without fixed end date

OPTIONS FOR:

PARTNERSHIP SUSTAINABILITY

The People and Places Programme funds a journey

Grant Dependent
Short Term
Hand to Mouth
Reactive
Weak



Performing vital community functions
Charging for activities, services, goods
Making a surplus to be re-invested
Diversification
Long term vision
Versatile, skilled
Wide and inclusive membership
Proactive
Powerful
Independent

Third Sector Funding

FROM

- European Structural Fund programmes
- National and regional regeneration funding programmes
- Single Regeneration Budget (SRB)
- Funding from the Big Lottery, Charitable Trusts and Foundations, Learning and Skills Councils (LSCs), New Deal for Communities (NDC) and Neighbourhood Renewal

TO

- The need to develop a future in the context of new Sub-Regional Investment Plans, Local Strategic Partnerships, Local Area Agreements, public sector contracting, reduced grant availability and greater levels of finance option considerations

Finance Forms

- Public sector contracting
- Loan finance – seen as some as too great a leap of faith
- Overdrafts
- Earned income now accounts for 50% of the income of the Third Sector
- Gifts, donations, fundraising
- Membership fees
- Grants
- Mixture of these

Chairing Meetings

- Before
 - Timing
 - Place
 - Role
 - Agenda
- Before
 - Intelligence
 - Intention
 - Pre-meeting
 - Always make time for..

Chairing Meetings

- Just Before
 - Papers
 - Equipment
 - The room
 - The table
 - Time
- During
 - How long? State at outset
 - Nuts and Bolts
 - Evacuation
 - Mobiles
 - Welcome
 - Apologies
 - Minutes
 - Matters arising
 - Declarations of interest

Chairing Meetings

- During
 - Introducing an item
 - Calling speakers in discussion/fair
 - Relevance
 - The 'day in court'
 - Words of heat
 - Disruption
- During
 - Summing Up
 - Outcomes
 - Media
 - Appoint a spokesman
 - Agree a line
 - Press release
- Afterwards
 - The minutes
 - Action for next meeting

Meetings Action Plan

- **A**rrive on time, with relevant, prepared material
- **C**hoose your attitude
- **T**urn off communication devices
- **I**magine an important person is present
- **O**bey agenda and stay until the end
- **N**ever use jargon or distracting side conversations
- **P**articipate actively, silence is acceptance
- **L**earn what you do not know, share what you do
- **A**ccept and support consensus decisions
- **N**amed actions need to be completed

Basic Communication Skills

- What do we use to communicate with others?
 - Vocal Skills
 - Verbal Skills
 - Listening Skills
 - Reflecting Skills
 - Social Skills
 - Visual/Body language

Vocal Skills

- Pitch
- Pace
- Volume
- Tone
- Pausing

Verbal Skills

- Use short and simple words
- Use vivid, persuasive words
- The rule of three
- Pronunciation
- Grammar
- Word usage
- Build vocabulary
- Use emphasis

Verbal - Avoid

- Filler words
- Harshness
- Nasal sounds
- Breathlessness
- Mumbling
- Slurring words

Listening Skills

- Relationships are enhanced by listening skills
- Listening helps to eliminate misunderstanding
- It shows a level of interest in the other
- It encourages the other to be open and expressive
- It shows a basic respect for the other person

The difference between 'Hearing' and 'Listening'

Hearing

- The physiological sensory processes by which auditory senses are received by the ears and transmitted to the brain

Listening

- A complex psychological procedure involving the interpretation and understanding of the significance of the sensory experience

Attending

- Incline your body towards the speaker
- Face the speaker squarely
- Maintain an open position
- Position yourself at an appropriate distance from the speaker
- Move body in response to speaker
- Maintain comfortable but direct eye contact

Reflection Skills

- In a reflective response, the listener re-states the feeling and content of what the speaker has communicated and does so in a way that demonstrates understanding and acceptance
- Paraphrasing
- Reflect Feelings
- Reflect Content

Body Language

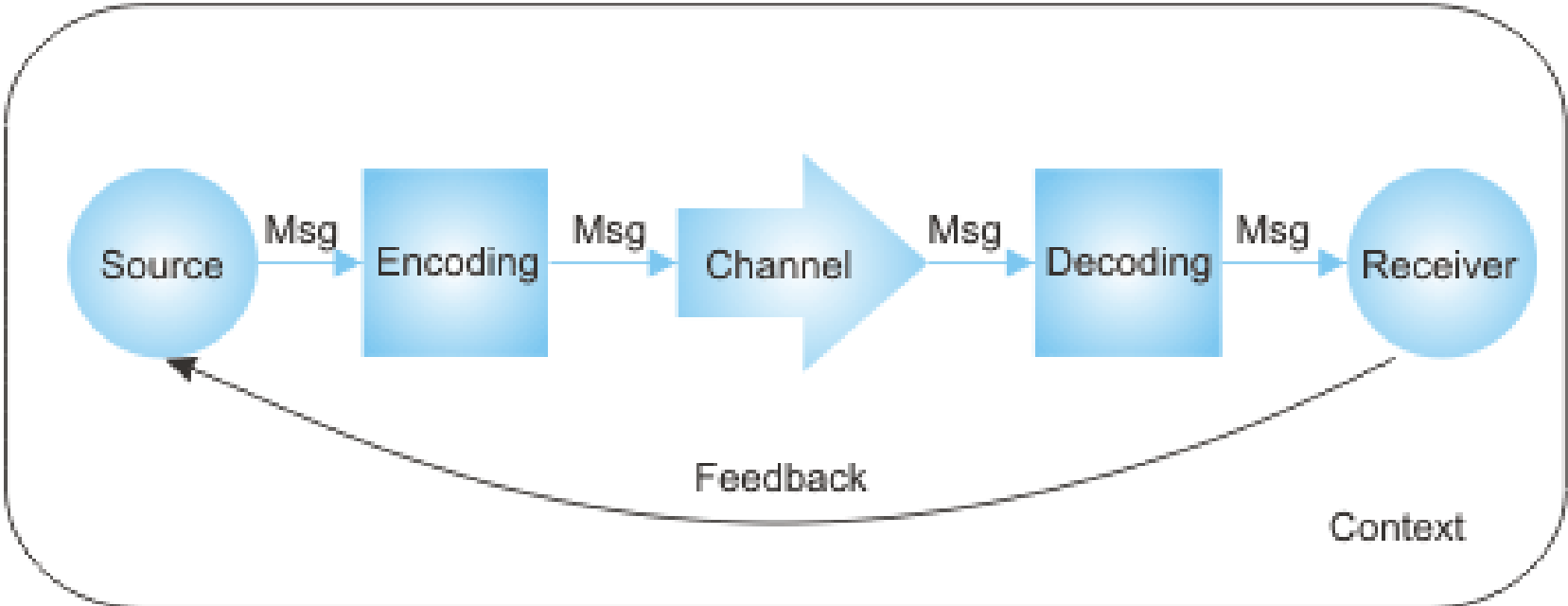
- Swaying or pacing
- Thumping, tapping or jingling coins
- Posture
- Facial expressions
- Head movements
- Clinging
- Gestures
- Physiological signs

The rules of reading body language

- Focus attention on reading body language
- See body language in context
- Note incongruities between verbal and non-verbal activities
- Reflect understandings of the situation

Making a Positive First Impression

- Shake hands
- Smile
- Introduce yourself/organisation
- Aesthetics
- Appropriateness - expectations/culture
- Attitude
- Organise yourself



Managing Participation

- The Lighthouse Technique
- Ask easy questions to quieter people
- Warm-up
- Counters
- Begin with a question
- Own statement
- Begin positively

Aggressive Influencing Tactics

- Raw emotion
- Manipulation
- Mental torture
- Ingratiation
- Pressure
- Legitimacy
- Coalitions
- Packaging /Inspiration
- Sulking
- Withdrawing favours

Legitimate - selling, reason, logic

To get things flowing...

- X you have experience in y how did you tackle these issues?
- Can we develop x's idea a little further?
- How can we use x's suggestion and incorporate y's point about safety?
- Imagine if we had no restrictions, what could we do?

To include everybody...

- X, I know you have an opinion on this, I now want to throw it open to the others
- Y, can I interrupt you there? – I am conscious of time
- I understand that you feel strongly about this J, but how could we approach the issue more imaginatively?
- K, we are going off the subject, can I bring us back to the matter in hand?

Intellectual Stimulation

- Stimulate others
- Challenge assumptions
- Seek different perspectives
- Get others to view issues from many angles
- Encourage non traditional thinking

De Bono's Thinking Hats

- Techniques for making a decision from a number of different points of view
- Allows necessary emotion and scepticism
- Prevents purely rational decisions
- Opens up the opportunity for creativity
- Pushes you to move outside your habitual ways of thinking
- Helps persistently pessimistic people to be positive and creative



Information known or needed



Feelings, hunches, intuition



Why something might not work - pessimism



Brightness and optimism



Creativity, New ideas, alternatives



Manage the thinking process

CONFLICT

- EMOTIONAL
 - The development of strong antagonistic feelings between humans
- VALUES
 - An intolerance or opposition for other peoples' values
- NEEDS
 - Conflict occurs when people have different sets of needs from others

Examples of Conflict Situations










- The joint use of office space
- The use of historic buildings
- Negative press reporting
- French versus farmers' markets
- Lack of communication about funding

TEAM DYNAMICS

Belbin

- In 1981 Dr Meredith Belbin identified nine distinct team behaviours or roles.
- Each Team Role has its particular strengths and allowable weaknesses, and each has an important contribution to make to a team. Very few people display characteristics of just one Team Role. Most people have 3 or 4 preferred roles, which can be adopted as the situation requires.
- The key for the leader is to recognise the value of the different behaviours and the importance to the team of having them. Once the leader knows the role preferences of his team he can allocate tasks and functions appropriately.

BELBIN

	Least Preferred Roles			Manageable Roles				Preferred Roles				Roles and Descriptions		
	0	10	20	30	40	50	60	70	80	90	100	Team-Role Contribution	Allowable Weaknesses	
PL	X	 Plant	Creative, imaginative, unorthodox. Solves difficult problems.	Ignores incidentals. Too pre-occupied with own thoughts to communicate effectively.
RI	X	.	 Resource Investigator	Extrovert, enthusiastic, communicative. Explores opportunities. Develops contacts.	Over-optimistic. Can lose interest once initial enthusiasm has passed.
CO	.	X	 Co-ordinator	Mature, confident. Clarifies goals. Brings other people together to promote team discussions.	Can be seen as manipulative. Offloads personal work.
SH	X	.	 Shaper	Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Liable to offend others.
ME	.	X	 Monitor Evaluator	Serious minded, strategic and discerning. Sees all options. Judges accurately.	Can lack drive and ability to inspire others.
TW	.	X	 Teamworker	Co-operative, mild, perceptive and diplomatic. Listens, builds, averts friction.	Indecisive in crunch situations.
IMP	X	 Implementer	Disciplined, reliable, conservative in habits. A capacity for taking practical steps and actions.	Somewhat inflexible. Slow to respond to new possibilities.
CF	X	.	.	 Completer Finisher	Painstaking, conscientious, anxious. Searches out errors and omissions. Delivers on time.	Inclined to worry unduly. Reluctant to let others into own job.
SP	X	 Specialist	Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes on only a limited front. Dwells on specialised personal interests.

Team Work

1. Some of the best "learning" occurs outside and around meetings

- *Q: Do you take time to relax together as a team – perhaps over lunch? Is this real – or is everyone checking phones, running errands and doing other work?*
- *Q: Do you have tea/coffee before or after a meeting? Do you have to leave the room the moment the meeting is over?*

2. Just one person joining or leaving a team can change it dramatically

- All teams have shared experiences (and sometimes language) that can be a barrier to new members. But new members can ask the simple questions that others have forgotten, they can challenge performance, open up new directions and refresh the vision of the team.
- *Q: Do you take the time to properly introduce new team members? Do you celebrate and recognise when team members join and leave?*

Team Work

- ***3. The size of the core planning team is important***
- Smaller teams are easier to manage – but can be overwhelmed when there is too much work to do. Large teams increase the reach and strength of the group and the skills available to it – but it takes longer for trust to build between members.
- *Q: Is the team the right size at the moment? Do we need new skills?*
- ***4. Seeking other perspectives/questioning assumptions is key to success***
- *Q: Do you stop and summarise progress regularly? Do you reflect back what you have heard to others, but in your own words to make sure you have understood them?*

Team Work

- ***5. Paying attention to effective team practices is essential.***
- Teams need to organise themselves if they are to get anything done.
- Some simple pointers for further thought are:
 - *Q: Does the team have clear goals and priorities?*
 - *Q: Has the team agreed how those priorities will be reached (“strategies”)?*
 - *Q: Does the team know how decisions are made – e.g. where and when meetings are held?*
 - *Q: How are records kept?*
 - *Q: How is progress measured and reported?*

MOTIVATION

Motivating Factors

- Something that moves people to action towards a desired goal
- “Different strokes for different folks”
- People are motivated by different things in different situations and at different times in their lives,
- Talk with your team regularly on a one-to-one basis to find out what matters to them
- Remember - people do things for their own reasons; not yours!

Task

- What Motivates People?
- In your teams list as many motivating factors as possible
- 1 Point per factor



“I was very motivated in 1999 when I was back from cancer. I had the motivation of **vengeance** because nobody wanted me or believed in me. I was highly, highly motivated. I was pissed. That was the motivation. Now in 2008 I am very motivated, but this is just a motivation to **work and train hard** and go race.”



“**Pushing myself** is what motivates me. That, and **working with a team.** “



“**They’ll think I’m a failure**, people associate me with stopping in Athens. It does annoy me, but that’s life. I wouldn’t say it festers away, but it motivates me. I haven’t achieved what I wanted, **there’s plenty of burning desire to make up for Athens.**”



“**Faith** motivates, galvanises, compels and inspires.”

Herzberg

Factors for satisfaction

Will motivate if increased

- Achievement
- Recognition
- The work itself
- Responsibility
- Advancement
- Growth

Factors for Dissatisfaction

De-motivate if removed

- Company policies
- Relationship with supervisor or peers
- Work conditions
- Salary
- Status
- Security

Volunteers

- **Values** Have firmly held beliefs that it is important to help others
- **Reciprocity** Believe that in the process of helping others their volunteering work will also bring about good things for themselves.
- **Recognition** Like being recognised for their skills and contribution
- **Career Development** Want the prospect of making connections with people and gaining experience and skills in the field that may eventually be beneficial in assisting them to find employment
- **Understanding** Want to learn more about the world through their volunteering experience or exercise skills that are often unused
- **Self Esteem** Want to increase their own feelings of self-worth and self-esteem
- **Protective** Need to reduce negative feelings about themselves
- **Social Interaction** Want to build social networks and enjoys the social aspects of interacting with others

Motivating Factors

- Recognition/Praise
- Rivalry
- Power/Influence
- Responsibility
- Advancement
- Material Rewards
- Search for meaning
- Expertise
- Creativity
- Affiliation
- Autonomy
- Security
- Status
- Respect
- Avoidance of criticism

Motivating Skills

- Specific areas of responsibility
- Job rotation
- Encourage innovation
- Give positive strokes
- Recognition
- Awards
- Set goals for partnership and individuals

DELEGATION

Seven Levels of Delegation

- 1 "Do exactly what I say." No delegation at all.
- 2 "Look into this and tell me what you come up with. I'll decide." This is asking for investigation and analysis but no recommendation.
- 3 "Give me your recommendation. I'll let you know whether you can go ahead." Asks for analysis and recommendation, but you will check the thinking before deciding.
- 4 "Decide and let me know your decision, but wait for my go ahead." The other person needs approval but is trusted to judge the relative options.
- 5 "Decide and let me know your decision, then go ahead unless I say not to." Now the other person begins to control the action. The subtle increase in responsibility saves time.
- 6 "Decide and take action, but let me know what you did." Saves more time. Allows a quicker reaction to wrong decisions, not present in final level.
- 7 "Decide and take action. You need not check back with me." Freedom

Successful Delegation

- **Decide what level of delegation is appropriate in this situation**
- Communicate **What** the task is
- **Why** the task needs to be done
- **When** the task needs to be completed
- **Who** the follower is **responsible** to
- The **extent** of his or her **authority** to make decisions
- What **problems** need to be referred back to the leader
- What progress **reporting** mechanisms there are
- What **guidance** and support the superior will provide
- What **resources** will be available